TASK ORDER

GSQ0015AJ0040

Irregular Threats Analysis, Assessment, Planning, Training, and Education

in support of:

U.S. Army Forces Command (FORSCOM) and its operational and strategic partners
Army National Guard (ARNG)
U.S. Army Pacific (USARPAC)
U.S. European Command (EUCOM)
U.S. Army Europe (USAREUR)
U.S. Air Force Europe (USAFE)
U.S. Africa Command (AFRICOM)
U.S. Air Forces in Europe (USAFE)
U.S. Army Special Operations Command (USASOC)

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C.1 BACKGROUND

Global Improvised Explosive Device (IED) and other irregular threats continue to drive the U.S. Army's training and mission readiness requirements to meet combatant commanders' needs for capable Army forces. IEDs have become one of the main threats employed by enemy groups with adaptive and innovative methods to cause an unacceptable amount of casualties and collateral damage. The Army must be agile in developing tactics, techniques, and procedures (TTPs) in order to increase mission effectiveness and anticipate and defeat adversary IED operations. The enduring global nature of IEDs makes Counter-IED (C-IED) training crucial to prepare against the IED threats and gain a better understanding of what it takes to survive in an IED environment. Warfare analyses, assessments, and training are critical to the U.S. Army in order to ensure forces are adequately prepared for deployment to theater and can safely identify, mitigate, and neutralize irregular threats, including IEDs that they encounter.

C.1.1 PURPOSE

The purpose of this Task Order (TO) is to provide irregular warfare (IrW) analysis and asymmetric threat assessments to identify the policy, technology, training, and operational concepts necessary to conduct effective C-IED operations within the dynamic threat environment to reduce vulnerability and enhance survivability of Army Forces deployed worldwide. Army units learn to identify and focus their training on the IED threats they will face in their area of operations (AORs). C-IED training is a command priority and pre-deployment requirement necessary to ensure that combatant commanders receive trained and disciplined Army units that are well equipped to operate in an IED environment and leaders and Soldiers who are confident of their ability to cope with the IED threat as part of unified land operations. The services to be provided under this TO are commercial and unclassified; however, please note, classified work will be required during performance of this TO.

C.1.2 AGENCY MISSION

United States Army Forces Command (U.S. FORSCOM) is the largest command in the Army and the Army's Force Provider to joint combatant commanders worldwide. The FORSCOM C-IED strategy provides a framework for the Army to anticipate, adapt, and respond to IED threats and ensure Soldiers receive timely, effective C-IED solutions that enable them to perform their missions with confidence and reduced risk. FORSCOM trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces, providing relevant and ready land power to combatant commanders worldwide in defense of the Nation both at home and abroad.

C.2 SCOPE

This TO provides support to U.S. Army Forces Command (FORSCOM) and the following operational and strategic partners:

- U.S. Army Reserve Command (USARC)
- First Army
- I Corps
- III Corps
- XVIII Airborne Corps
- 20th Support Command

Additionally, this TO also provides support to Army National Guard (ARNG) and the following Combatant Commands (COCOM) and Army Service Component Commands (ASCCs):

- U.S. Pacific Command (USPACOM)
    - U.S. Army Pacific (USARPAC), ASCC
- U.S. European Command (USEUCOM)
    - U.S. Army Europe (USAREUR), ASCC
    - U.S. Air Forces in Europe (USAFE)
- U.S. Africa Command (AFRICOM)
- U.S. Army Special Operations Command (USASOC), ASCC

Headquartered at Fort Bragg, North Carolina, FORSCOM combines the contributions of more than 450,000 Army Reserve and active component soldiers. Additionally, the Army National Guard supports approximately 350,000 soldiers. FORSCOM tailors the resources and training of its units to meet the specific and ever-changing requirements of combatant commanders and, when directed, those of U.S. civil authorities. These requirements can range from preparing soldiers to fight on the battlefield to providing relief to natural disaster victims. FORSCOM is responsible and accountable for the training and readiness of active component, Reserve component and National Guard units.

ARNG is one component of The Army which consists of the Active Army, the Army National Guard and the Army Reserve. The ARNG has a unique dual mission that consists of both Federal and State roles. The ARNG's federal mission is to maintain properly trained and equipped units, available for prompt mobilization for war, national emergency, or as otherwise needed. At the state level, the ARNG's mission is to respond in times of civil unrest such as battle fires or helping communities deal with floods, tornadoes, hurricanes, snowstorms or other emergency situations. ARNG is headquartered at Arlington Hall in Arlington, Virginia.

USPACOM is a Unified Combatant Command of the United States Armed Forces, located at Camp H.M. Smith Hawaii, and is responsible for achieving the United States defense strategy through promoting peace, deterring aggression, responding to crisis, and, if necessary, taking direct action to advance security and stability throughout the Asia-Pacific region. The Commander, USPACOM establishes policy and implements higher level directives throughout the Area of Responsibility (AOR), which includes political and military interaction with more than 36 nations. The USPACOM AOR covers more than 50% of the earth's surface, 10 time zones, and more than 105 million square miles from the west coast of the U.S. to the western border of India, and from Antarctica to the North Pole. This AOR includes the most populous nation in the world, the largest democracy, and the largest Muslim-majority nation. In the USPACOM AOR, USARPAC has been designated as the Executive Agent for C-IED training and Irregular Warfare Analysis. USARPAC is headquartered at Fort Shafter, Hawaii.

USEUCOM is a Unified Combatant Command of the United States military, headquartered in Stuttgart, Germany. For more than 60 years, EUCOM has worked with North Atlantic Treaty Organization (NATO) and other partner nations to address regional issues and keep the peace in Europe and parts of the Middle East and Eurasia. USAREUR is an ASCC which trains, equips, deploys and provides command and control of forward-deployed land forces, able to support and conduct the full spectrum of joint and combined multi-national operations and engagement activities. USAEUR is headquartered in Wiesbaden, Germany.

AFRICOM is one of the geographic combatant commands and is responsible for military relations with African nations, the African Union, and African regional security organizations. AFRICOM is responsible for all U.S. Department of Defense operations, exercises, and security cooperation on the African continent, its island nations, and surrounding waters. AFRICOM is headquartered in Stuttgart, Germany. USAFE, with headquarters at Ramstein Air Base, Germany, is a major command of the U.S. Air Force. It is the air component for two Department of Defense unified commands - USEUCOM, and USAFRICOM. USAFE directs air operations in a theater spanning three continents, covering more than 19 million square miles, containing 104 independent states, and possessing more than a quarter of the world's population and more than a quarter of the world's Gross Domestic Product.

USASOC is a major command of the United States Army and the ASCC of the United States Special Operations Command (USSOCOM). USASOC is responsible for conducting worldwide special operations missions (e.g., counterinsurgency, counterterrorism rations, security force assistance, unconventional warfare, information operations, direct action, special reconnaissance, civil affairs, and foreign internal defense) in dynamic and ambiguous high-risk environments to address threats from hostile states, violent extremist organizations and other non-state entities, and individual actors increasingly willing to use violence to achieve their political and ideological ends. USASOC is headquartered at Fort Bragg, North Carolina.

C.3 OBJECTIVE

The objective of this highly complex, performance-based TO is to provide the Government with strategic analyses and assessments which identify the evolving IED and asymmetric threats as they arise to reduce the susceptibility and vulnerability of both deployed U.S. forces and U.S. partner nations. Under this TO, the contractor shall propose and implement innovative training approaches and methods that will be used by the Army to enhance the survivability of the warfighter as well as adapt TTPs to increase mission effectiveness in any new operating environment in which U.S. forces are deployed. Continuous analysis and the associated training shall enhance Commander’s mission effectiveness to rapidly employ forces globally and advance the proficiency of Soldiers entering uncertain and unknown environments.

Specific areas of focus include the following: All-Source Intelligence Analysis; Defeat the Device (DtD) training and education; Strategic Assessment to Adapt the Force; Logistics and Equipment Analysis; Collective Training; Analysis and Training for Explosive Ordnance Disposal (EOD) Forces; and Modeling and Simulation (M&S) Requirements, Recommendations and Capability Analysis.

Under this TO, the contractor shall develop new analyses of asymmetric threats and C-IED readiness as FORSCOM takes the lead for the Army C-IED Strategy Adapt the Force (AtF) line of effort. This effort will capitalize on the C-IED readiness work completed to date. The contractor shall incorporate its analyses of this changing threat and formulate a strategy and assessments and recommendations to improve training and equipping the force as combat operations in Afghanistan conclude and U.S. Forces prepare for Security Force Assistance and Advisory Team (SFAAT) roles. As the Army transitions from combat operations in Afghanistan to a Regionally Aligned Forces (RAF) approach it is deploying smaller forces for shorter periods, creating a force that can adapt its training and deployment strategy more rapidly. The recently published/approved Army C-IED Strategy directs a more comprehensive approach and these changes require new analysis to identify the policy, technology, training, and operational

concepts required to conduct effective C-IED operations within the dynamic threat environment to reduce vulnerability and enhance survivability of Army Forces deployed worldwide.

This TO shall produce assessments which detail survivability analyses on a diverse array of IEDs and methods that will infuse capabilities across the full spectrum of asymmetric warfare to provide training programs, intelligence products, and partner nation capacity building to enhance survivability of U.S. and partner nations and neutralize the Irregular Warfare threat. For deployed U.S. forces and/or partner nations, Training Support Packages (TSPs), intelligence analysis products and pre-deployment briefings, IED defeat tactics, and computer generated simulation scenarios specifically customized to the regional threat shall be provided. Regional threats include hostile nation states, terrorist organizations, and extremists acting alone or in concert with global organizations.

Under this TO, the contractor shall also provide the Government with analysis, trainings, and recommendations that enhance capabilities on the battlefield and, as a result, may save lives and gain progress towards defeating the enemy. The assessments and reports shall enhance the ability of the Army, other military forces, as well as interagency partners, to increase the survivability and reduce the vulnerability of all personnel, units, and equipment. The deliverables produced shall provide a more diverse set of information, taking into account geographic specific issues, localized threat resolution sets, and technical assessments for varied geographies, and long term solutions that span global issues.

C.4 TASKS

The following tasks are in support of this TO and are detailed below:

- Task 1 – Provide Program Management
- Task 2 – Provide Component-level Project Management
- Task 3 – Execute Transition-Out
- Task 4 – FORSCOM and ARNG
- Task 5 – USARPAC
- Task 6 – USAREUR
- Task 7 – USASOC
- Task 8 – EUCOM
- Task 9 – AFRICOM
- Task 10 – USAFE

C.4.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance-Based Statement of Work (PBSOW). The contractor shall identify a Program Manager (PM) by name who shall provide management, direction, administration, quality control, and leadership of the execution of this TO.

The contractor shall facilitate Government and contractor communications; use industry best-standards and proven methodologies to track and document TO requirements and activities to allow for continuous monitoring and evaluation by the Government; and ensure all support and

requirements performed are accomplished in accordance with the TO. The contractor shall notify the FEDSIM Contracting Officer Representative (COR) and Technical Point of Contact (TPOC) via a **Problem Notification Report (PNR) (Section J, Attachment K)** of any technical, financial, personnel, or general managerial problems encountered throughout the TO period of performance (PoP).

The contractor shall provide strategic enterprise-level guidance that integrates support across all task areas; ensures support is IAW TO requirements; and, schedule meetings and provides deliverables in accordance with **Section F**.

C.4.1.1 SUBTASK 1 – COORDINATE A PROGRAM KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a **Program Kick-Off Meeting (Section F, Deliverable 1)** within ten calendar days of project start (PS) at a location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues; and, to discuss transition activities, invoicing, travel authorization, and reporting procedures. Additionally, this meeting will provide the opportunity for the contractor and the Government to establish a common understanding of cost, schedule, and performance expectations.

At a minimum, the attendees shall include vital contractor personnel including Key Personnel, FORSCOM leadership and representatives, the TPOC, the FEDSIM Contracting Officer (CO), and the FEDSIM COR. The contractor shall provide a **Kick-Off Meeting Agenda and Kick-Off Meeting Presentation (Section F, Deliverable 2)** that shall provide, at a minimum, the following type of information:

The contractor shall, at a minimum, present and provide the following information at the Kick-Off meeting:

a. Draft Project Management Plan **(Section F, Deliverable 3)**
b. Draft Communications Plan **(Section F, Deliverable 4)**
c. Final Quality Control Plan (QCP)

The Government will provide the contractor with the number of participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting minutes report in accordance with **Section C.4.1.7**, **Provide Meeting Reports,** documenting the Kick-Off Meeting discussion and capturing any action items.

C.4.1.2 SUBTASK 2 – PREPARE A PROGRAM MANAGEMENT PLAN (PMP)

The contractor shall prepare and deliver a draft and a final PMP. The contractor shall utilize the PMP as the foundation for information and resource management planning. At a minimum, the PMP shall contain the following information:

a. The proposed management approach including, but not limited to, the proposed program organization and staffing model/plan
b. The contractor's QCP
c. The contractor's Risk Management Plan

d. An overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between or among Government organizations
e. The contractor's Communications Plan detailing processes, procedures, communication approach, and other rules of engagement between the contractor and the Government
f. Detailed Standard Operating Procedures (SOPs) for all tasks
g. Any milestones, tasks, and subtasks required in this TO

The contractor shall provide the Government with a **Draft PMP** (**Section F, Deliverable 5**) at the Project Kick-Off Meeting on which the Government will make comments. The **Final PMP** (**Section F, Deliverable 6**) shall incorporate the Government's comments and be provided to the Government NLT five workdays after receiving Government comments. The contractor shall keep the PMP current and electronically accessible to the Government at all times.

C.4.1.3 SUBTASK 3 – UPDATE THE PROGRAM MANAGEMENT PLAN (PMP)

The PMP is an evolutionary document that shall be updated annually at a minimum or within five workdays of a significant management or process change (**Section F, Deliverable 7**). The contractor shall work from the latest Government-approved version of the PMP.

C.4.1.4 SUBTASK 4 – UPDATE QUALITY CONTROL PLAN (QCP)

The contractor shall update the QCP submitted with their proposal and provide a final **QCP** (**Section F, Deliverable 8**) electronically to the FEDSIM COR and the TPOC and at the Project Kick-Off meeting. The contractor shall periodically update the QCP, as required in Section F, as changes in program processes are identified.

C.4.1.5 SUBTASK 5 – PREPARE A CONSOLIDATED MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide a consolidated **MSR** (**Section F, Deliverable 9**) prepared IAW the sample provided in **Section J, Attachment C** using Microsoft (MS) Office Suite applications, electronically to the FEDSIM COR and the TPOC. The consolidated MSR shall include a summary description of the following activities occurring across **the entire TO** below:

a. Activities during reporting period, by task (include: on-going activities, new activities, activities completed; progress to date on all above mentioned activities). Start each section with a brief description of the task.
b. Problems and corrective actions taken. Also include issues or concerns that may affect project deliverables, personnel, and cost resources and proposed resolutions to address them to include risk mitigation plans.
c. Personnel gains, losses, and status (security clearance, etc.).
d. Concerns, issues, delays, risks, and resolutions of identified problems or concerns.
e. Government actions required (deliverables awaiting Government approval, etc.).
f. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
g. Consolidated summary of trips taken, conferences attended, etc. (attach all Trip Reports from all organizations in Task 3 below to the MSR for the reporting period).

h. Financial status including:
    1. Actual TO burn through the previous month and projected cost of each CLIN for the current month.
    2. Up-to-date spend plan including baseline, actuals, and forecast.
    3. Cumulative invoiced amounts for each CLIN and labor tasks totals to-date.
i. Any recommendations for change, modifications, or improvements in tasks or process.
j. Any changes to the PMP.

C.4.1.6 SUBTASK 6 – PROVIDE PROBLEM NOTIFICATION REPORTS (PNRs)

The contractor shall notify the FEDSIM COR via a **PNR (Section J, Attachment K)** as soon as it becomes apparent to the contractor, that a scheduled deliverable will be late, a cost overrun will occur, or any other event will occur that could negatively impact TO performance. The contractor shall include in the PNR the rationale, the expected mitigation strategy, and overall project impact. The FEDSIM COR will review the PNR and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

C.4.1.7 SUBTASK 7 – PROVIDE MEETING REPORTS

The contractor shall submit **Meeting Reports (Section F, Deliverable 10)**, as requested by the TPOC and/or FEDSIM COR, to document results of meetings. The Meeting Report shall include the following information:

a. Meeting attendees and at a minimum, identify organizations represented
b. Meeting date and location
c. Meeting agenda
d. Purpose of meeting
e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)

C.4.1.8 SUBTASK 8 – CONVENE CONSOLIDATED TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly **Technical Status Meeting** (**Section F, Deliverable 11**) with the TPOCs, FEDSIM COR, Component/Command Project Managers (CPMs), and other Government stakeholders. The purpose of this meeting is to ensure consistency and continutity across all areas, ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the COR within five workdays following the meeting.

C.4.1.9 SUBTASK 9 – PROGRAM COORDINATION

This is a highly complex TO with work occurring at numerous locations all over the world. Each ASCC or COCOM has historically operated independently from one another and the primary objective of this TO is bring these various organizations into alignment with one another. The contractor shall ensure that all interdependencies are understood; consistency in process and

procedures, where appropriate, is maintained; knowledge sharing is prioritized; and, efficiencies are realized.

C.4.1.10 SUBTASK 10 – CONVENE INTEGRATED PROGRAM REVIEWS (IPRs)

The contractor shall convene **IPRs** (**Section F, Deliverable 12**) at a minimum of twice yearly in conjunction with the Government.

C.4.1.11 SUBTASK 11 – CONVENE PROGRAM OF INSTRUCTION (POI) REVIEWS

The contractor shall convene **POI Reviews** (**Section F, Deliverable 13**) at a minimum of twice yearly in conjunction with the Government. The objective of the POIs is to assess the current training curriculum and documentation across the TO and its effectiveness based on After Action Reviews/Reports (AARs), lessons learned, etc. The contractor shall stay informed of the current status of Army doctrine because significant changes to the POI shall only occur if there is a change to Army doctrine. Should changes to Army doctrine occur, the contractor shall make recommendations for updates or changes to the POI. Upon Government acceptance, the contractor shall be responsible for making the approved updates and changes.

C.4.1.12 SUBTASK 12 – ESTABLISH AND MAINTAIN A SHAREPOINT SITE

The contractor shall establish and maintain a SharePoint site using the Army's SharePoint platform which both approved contractor and Government personnel can access. The contractor shall have the **SharePoint Portal** (**Section F, Deliverable 14**) operational within 30 workdays of Project Start (PS). The SharePoint portal shall, at a minimum, contain the following information:

a. Current PMP
b. Current Transition-Out Plan
c. Current QCP
d. All Monthly Status Reports (including appended Trip Reports)
e. Status on all deliverables previously provided or pending
f. Current and past period cost data by CLIN

It is also the Government's intent that the SharePoint site be used a central repository for all TO documents and deliverables developed under this TO to facilitate knowledge sharing across all locations, foster collaboration, and ensure efficiencies are gained.

C.4.1.13 SUBTASK 13 – PROVIDE PROGRAM COMMUNICATION AND OUTREACH

The contractor shall produce and disseminate C-IED products, including awareness products (print, graphic, or video communications) training capability offerings, survey/summary reports, and/or review and analysis reports. The contractor shall conduct outreach, education, and training gap analysis to potential training user organizations.

C.4.1.14 SUBTASK 14 – ACCOUNTING FOR CONTRACT SERVICES

The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collections site where the contractor shall report ALL contractor manpower (including subcontractor manpower) required for performance of this contract. The contractor is required to completely fill in all the information in the format using the following web address: https://cmra.army.mil. The required information includes:

a. Contracting Office, CO, COR.
b. Contract number, including Task and Delivery Order number.
c. Beginning and ending dates covered by reporting period.
d. Contractor name, address, phone number, and email address, and identity of contractor employee entering data.
e. Estimated direct labor hours (including subcontractors).
f. Estimated direct labor dollars paid this reporting period (including subcontractors).
g. Total payments (including subcontractors).
h. Predominant Federal Service Code (FSC) reflecting services provided by the contractor (separate predominant FSC for each subcontractor if different).
i. Estimated data collection costs.
j. Organizational title associated with the Unit Identification Code (UIC) for the Army Requiring Activity (the Army requiring Activity is responsible for providing the contractor with its UIC for the purposes of reporting this information.
k. Locations where contractor and subcontractor perform the work (specified by zip code in the United States (U.S.) and nearest city and country (when in overseas locations) using standardized nomenclature on website).
l. Presence of deployment or contingency contract language.
m. Number of contractor and subcontractor employees deployed in theater this reporting period (by country).

As part of its submission, the contractor shall also provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period will be the period of performance, NTE 12 months, ending September 30 of each Government fiscal year and must be reported by October 31 of each calendar year or at the end of the contract, whichever comes first. Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.4.2 TASK 2 – PROVIDE COMPONENT-LEVEL PROJECT MANAGEMENT (FOR EACH COMPONENT/COMMAND)

The contractor shall provide component-level project management support for each organization listed below:

- FORSCOM
- USASOC
- ARNG
- USARPAC
- USAEUR
- EUCOM
- AFRICOM
- USAFE

The contractor shall be responsible for assigning Tasks to its staff. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PWS. The contractor shall identify a Component Project Manager (CPM) by name for each of the eight areas listed above who shall provide management, direction, administration, quality control, and leadership of the execution of all tasks within that area. The CPMs shall work in conjunction with each other and with the contractor PM to ensure consistency across all organizations and across all tasks.

C.4.2.1 SUBTASK 1 – PREPARE A COMPONENT-LEVEL BI-MONTHLY STATUS REPORT (BSR)

The contractor CPM shall provide a component-level **BSR (Section F, Deliverable 15)**, prepared using Microsoft (MS) Office Suite applications, on the fifteenth of each month via electronic mail to the appropriate TPOC and the FEDSIM COR. At a minimum, the BSR shall include:

a. A summary of continuing activities and action items carried over from the prior report, updated to include the current period's performance.
b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
c. Personnel gains, losses, and status (security clearance, etc.).
d. Government actions required.
e. Project performance.
f. Any significant risks identified by the contractor or Government.

C.4.2.2 SUBTASK 2 – CONVENE PROJECT STATUS MEETINGS

The contractor CPM shall convene a **Project Status Meeting (Section F, Deliverable 16**) as needed with the appropriate TPOC, FEDSIM COR, and other vital Government stakeholders. The purpose of this meeting is to ensure that the Government has all the required information to make decisions, manage stakeholders, and coordinate activities. The contractor shall provide **Meeting Minutes** (**Section F, Deliverable 17**), including attendance, issues discussed, decisions made, and action items assigned, to the TPOC and the COR within five workdays following the meeting.

C.4.2.3 SUBTASK 3 – PREPARE TRIP REPORTS

The contractor shall provide **Trip Reports** (**Section F, Deliverable 18**) for all trips taken. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and point of contact (POC) at travel location. At a minimum, trip reports shall be prepared with the information provided in **Section J, Attachment D**.

C.4.2.4 SUBTASK 4 – PROVIDE MEETING REPORTS

The contractor shall submit **Meeting Reports (Section F, Deliverable 19)**, as requested by the TPOC and/or FEDSIM COR, to document results of meetings. The Meeting Report shall include the following information:

a. Meeting attendees and at a minimum, identify organizations represented
b. Meeting date and location

c. Meeting agenda
d. Purpose of meeting
e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)

C.4.2.5 SUBTASK 5 – CONFERENCE PLANNING SUPPORT

The contractor shall provide support, as directed by the Government, for Asymmetric Warfare/IED organized Government and inter-agency conferences, symposia, and workshops related to the identification and characterization of current force Asymmetric Warfare/IED capability gaps, asymmetric warfare, rapid capability development, capability assessment, warfighting requirements, science and technology, survivability, vulnerability, and Asymmetric Warfare/IED training.

The contractor shall work in conjunction with the Government to build the agenda, contact potential speakers, prepare and send out invitations, handle administrative details on-site, and capture technical discussions and recommended priorities in a **Recommended Actions Report** (**Section F, Deliverable 20)**. Information captured in the report shall be considered by the contractor in the execution of Tasks 4 through 10 of this TO.

C.4.3 TASK 3 – TRANSITION-OUT

The contractor shall provide Transition-Out support when required by the Government. The **Transition-Out Plan** (**Section F, Deliverable 21**) shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan to the Government and provide updates IAW Section F. The contractor shall identify, at a minimum, how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

a. Project management processes
b. Points of contact
c. Location of technical and project management documentation
d. Status of ongoing technical initiatives
e. Appropriate contractor–to-contractor coordination to ensure a seamless transition.
f. Transition of Key Personnel
g. Schedules and milestones
h. Actions required of the Government.
i. A final invoice and close-out schedule with the dates and actions to be completed for TO close-out.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition.

C.4.4 TASK 4 – FORSCOM AND ARNG

The contractor shall provide FORSCOM and ARNG with irregular warfare/threat analyses, assessments, planning, training, and education in order to increase warfighter survivability in hostile environments.

C.4.4.1 SUBTASK 1 – OPERATIONAL INTELLIGENCE ENABLER TRAINING AND EDUCATION

The contractor shall research adversary threats, vulnerabilities and IED TTPs in order to develop O**perational Intelligence Training Support Packages (TSPs)** (**Section F, Deliverable 22**) focused on improving the survivability of deploying Soldiers, Joint Improvised Explosive Device Defeat Organization (JIEDDO) and Army C-IED Strategy describe operational intelligence enablers as Intelligence, Surveillance, Reconnaissance (ISR) systems, equipment, and TTPs which include biometrics, search/site exploitation (SE), Attack the Network (AtN), Company Intelligence Support Teams (CoIST) [6-8 Soldier teams formed to fuse intelligence and patrol reports to target IED networks and identify/avoid likely IED engagement areas]. The contractor shall build upon Counter-Insurgency Operations (COIN) through analysis of global IED trends in a Hybrid Threat environment that requires units/Soldiers to be prepared to undertake missions ranging from humanitarian operations, peace keeping operations, COIN, small scale contingencies, and major combat operations. As a condition of the battlefield, IEDs will remain an enduring TTP used by adversaries in a Hybrid Threat environment. The contractor shall develop exercise scenarios that incorporate mission and region specific IED threats and provide assessments of unit C-IED training through After Action Reports (AARs) and training gap recommendations. These AARs and recommendations will focus on measures to reduce vulnerability and enhance survivability of forces operating in a Hybrid Threat environment.

The contractor shall assess current training and analyze survivability data from COIN operations and develop **COIN TSPs (Section F, Deliverable 22)** that enhance unit survivability during operations in the hybrid threat environment. The contractor shall develop **CoIST TSPs (Section F, Deliverable 22)** that integrate information and materials used in conducting company level intelligence operations to provide the commander with an analytic capability to process combat information and produce actionable intelligence that provide situational awareness. The contractor shall analyze existing training gaps and develop **Biometrics TSPs (Section F, Deliverable 22)** required to conduct biometrics operations. The contractor shall develop **AtN TSPs (Section F, Deliverable 22)** that integrates information and materials needed to successfully conduct AtN functions designed to assist the commander and their staff in planning, organizing, conducting, and assessing AtN activities in support of military operations. The contractor shall develop **Search/Site Exploitation (SE) TSPs (Section F, Deliverable 22)** and training material to conduct operations to systematically search for and collect information, material, and persons from a designated location and analyze them to answer information requirements and/or facilitate subsequent operations. The contractor shall develop an **Information Collection TSP (Section F, Deliverable 22)** to provide training for activities that synchronize and integrate the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations**)**.

The contractor shall analyze the global IED trends as a condition of the Hybrid Threat Environment and assess the employment of Information Collection capabilities to reduce vulnerabilities and improve survivability of deployed forces. The contractor shall research AARs, Modified Table of Organization and Equipment (MTOE), Mission Essential Task List (METL), and assess training to develop recommended TSPs and design training scenarios to optimize those measures that increase survivability and reduce unit vulnerability. The contractor

shall develop concepts that capture Information Collection processes, methodologies, and technologies targeted at achieving and maintaining Unified Land Operations Dominance and improving warfighter survivability. The contractor shall provide the Government with **Survivability and Lethality Assessments (Section F, Deliverable 23)** which include summaries and recommendations on successful operations in a COIN environment in combating an insurgency in relation to current threat TTPs for a specific area of operation (AO). The contractor shall research equipment requirements necessary for pre-deployment training and shall identify gaps in equipment capability and Soldier training regarding Biometrics equipment in a **Biometrics Training Equipment Capability Gap Report (Section F, Deliverable 24).** The contractor shall assess effective and realistic training methodologies for a Hybrid Threat environment and provide units the capability to integrate Analytic Reports using a list of Person of Interest, with individuals identified by biometric samples instead of by name and the desired/recommended disposition instructions for each individual known as the **Analytic Reports for Biometric Enabled Watchlist (BEWL) Recommendations (Section F, Deliverable 25)**. The contractor shall recommend methods to integrate Biometric Enabled Intelligence (BEI) into the threat analysis of the operating environment in **Analytic Reports for BEI Integration Recommendations (Section F, Deliverable 26)**.

The contractor shall analyze current operational areas and develop T**raining/Exercise Scenarios (Section F, Deliverable 27)** to improve the survivability of warfighters by designing training that replicates a realistic environment. The contractor shall develop a **CoIST Training/Exercise Scenario (Section F, Deliverable 27)** for CoIST classes, sustainment training, and unit collective training exercises. The contractor shall develop a **Biometrics Training/Exercise Scenario (Section F, Deliverable 27)** through research of current friendly and enemy TTPs for biometrics, and develop AO specific scenarios, BEI reports, and MSEL recommendations for biometric operations within predeployment and sustainment training exercises and wargames. The contractor shall develop a **Search/SE Training/Exercise Scenario (Section F, Deliverable 27)** for Search/SE classes, sustainment training, and unit collective training exercises.

In order to improve the planning and execution of readiness activities and the survivability of missions for training and exercises and real world operations, the contractor shall develop **Training AARs (Section F, Deliverable 28)** which shall include post-event assessments, recommendations, lessons learned, and best practices. The contractor shall conduct **COIN AARs (Section F, Deliverable 28)**, post-event assessments, recommendations, lessons learned, and best practices. The contractor shall provide **CoIST AARs (Section F, Deliverable 28)**, post-event assessments, recommendations, lessons learned, and best practices. Upon completion of major exercises, operations, and/or training events, the contractor shall provide assessments, AARs, recommendations, lessons learned, and best practices for **Biometrics Operations (Section F, Deliverable 28)**, **AtN (Section F, Deliverable 28)**, **Search/Site Exploitation (Section F, Deliverable 28)**, and **Information Collection (Section F, Deliverable 28)** in order to improve TSPs and the planning and execution of missions for real-world operations and training and exercise events.

The contractor shall use these resources to train and provide recommendations to Battle Staffs on the integration of Information Collection Enablers during the Mission Planning Process and training events by incorporating live simulations involving real people operating real systems; virtual simulations involving real people operating simulated systems; constructive models and simulations involving simulated people operating simulated systems; and gaming military uses

of computer gaming technology **L/V/C/G Training Enablers (Section F, Deliverable 29)**. Some of these enablers are COIN, CoIST, Biometrics systems and processes, individual and area search, SE/forensics, Unmanned Aerial Systems (UAS), and other capabilities that rely on intelligence processes. The contractor shall conduct lethality analysis and recommend improvements for these enablers in order to enhance the ability of Commanders to implement effective and relevant training methodologies to identify and target adversaries in a hybrid threat environment, increasing unit survivability and minimizing vulnerability in an ever adapting threat environment.

For example, the contractor would conduct a survivability analysis of soldiers conducting Unified Land Operations in a Hybrid Threat environment. Based on the results of that analysis, the contractor would recommend the integration of CoIST TTPs during Unified land Operations in a Hybrid Threat environment during L/V/C/G training events in preparation for Combat Training Center (CTC) rotation and real world deployments. Integrating these principles would enhance the unit's ability to identify Hybrid Threats, enhancing the ability to develop and intelligence estimate and mission pre-brief that prepares company level elements conducting missions for both enemy actions as well as potential reactions of local government and local population to U.S. Forces. These recommendations would lead to realistic unit training exercises that incorporate current friendly and enemy TTPs in a Hybrid Threat environment as well as sustainment training in an operational environment that would prepare units during home station training for CTC rotation and would better prepare the unit for deployment to their assigned AO. By evaluating CoIST operation at home station, providing training recommendations to mitigate remedial skill gaps, and implementing a specific training program, the unit would improve its operational readiness. The effective application of the CoIST skills on the battlefield in a Hybrid Threat environment would enhance the survivability of the unit it supports and would decrease the unit's vulnerability to actions by adversaries.

C.4.4.2 SUBTASK 2 – DEFEAT THE DEVICE (DtD) TRAINING AND EDUCATION

Defeat the Device (DtD) is an unceasing effort, requiring multiple training events and usage of the latest technological advances, to counter an adaptive adversary's adjustments to friendly TTPs and IED capabilities. DtD training and education shall be based on the current analysis of the operational environment and on the transition and uncertainty in the strategic environment in order to keep pace with ever evolving changes in the asymmetric threat environment. The contractor shall research and recommend improvement for, but not limited to, the following: Electronic Warfare (EW)/Counter remote-controlled improvised explosive device electronic warfare (CREW), Hand Held Detectors (HHDs), Route Clearance, Robotics, IED Awareness, and Homemade Explosives (HME) training.

The contractor shall update C-IED training, education, and deliverables based upon research and analysis of the changes in technology, adversary threats, and TTPs. Analysis and training development shall lead to a higher degree of warfighter proficiency to face and defeat the latest IED and asymmetric threats on the battlefield while increasing unit survivability and minimizing vulnerability. The contractor shall conduct survivability analysis, determine existing gaps affecting warfighter survivability, and develop and conduct training to close the identified gaps. The contractor shall provide reports for FORSCOM Installation Home Station training and education requirements while providing recommendations to Senior Commanders that assess effective training capabilities and integration of successful TTPs.

The contractor shall assess the current DtD C-IED methodology and identify and analyze the existing gaps and deficiencies in EW/CREW, HHDs, Route Clearance, Robotics, IED Awareness, and HME Training. The contractor shall document findings and recommendations to close training gaps in **DtD Training Gap and Assessment Reports (Section F, Deliverable 30)**. The contractor's recommendations shall enhance the Government's ability to implement effective, efficient, and relevant training courses which will prepare units in an ever adapting IED and asymmetric threat environment.

The contractor shall use the knowledge gained through the gap assessments, in addition to TTPs and theater lessons learned, to develop semi-annual **DtD TSPs (Section F, Deliverable 31)** for EW/CREW, HHDs, Route Clearance, Robotics, IED Awareness, and HME Training, based on the current analysis of the operational environment in order to keep pace with ever-evolving changes in the asymmetric threat environment. Additionally, the contractor shall create **DtD Training Scenarios and Exercises (Section F, Deliverable 32)** for FORSCOM installations on EW/CREW, HHDs, Route Clearance, Robotics, IED Awareness, and HME Training Home Station EW training. The training provided consists of formal classroom, hands on demonstration, and assessed simulated dismounted and mounted lane training exercises. FORSCOM will provide the contractor with the latest equipment and technology to support and meet FORSCOM mandatory pre-deployment training requirements. The technology includes the latest versions available and provided to the training base on Biometrics, HHD, Robots, and CREW equipment.

Upon completion of each training exercises, events and operations, the contractor shall provide comprehensive **DtD AAR Reports (Section F, Deliverable 33)** which assess the unit on its ability to meet the training objectives and on its ability to successfully accomplish the IED and asymmetric threat mission. The AAR shall also capture the successfulness, relevance, and applicability of various training exercises as a result of rotational performance including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and corrective actions needed; and, to continuously refine the TSPs and TTPs based upon the knowledge gained.

There is no single solution to defeat the IED; however, a range of efforts supported by the Department of Defense (DoD) provides avenues to effectively DtD, neutralize and attack threat networks, and provide training Service members. Effectively employing successful DtD operations provides training and technologies to detect IEDs and recognize potential HME components, neutralize the triggering devices, can mitigate the effects of IEDs through tough and realistic IED training for Commanders and Coalition forces.

C.4.4.3 SUBTASK 3 – STRATEGIC ASSESSMENT TO AtF

The analysis conducted under this task is unique to this PBSOW.

The contractor shall conduct assessments, analyses, and produce reports that demonstrate and recommend how the Army and FORSCOM transition operations from focus on a single theater to a global focus with regionally aligned forces, new mission sets to counter IED and other asymmetric threats. Analysis shall provide critical inputs for actions to AtF and identify changes and transitions required for training and equipping processes, such as ARFORGEN, and systems,

such as the Pre-Deployment Training Equipment (PDTE) fleet and the Digital Training Management System (DTMS), that will enhance operational effectiveness of deploying forces to C-IED and asymmetric threats. The contractor shall conduct research and analyze authoritative reference materials for roles and functions of JIEDDO to identify and classify activities and functions that are statutorily and traditionally T10 responsibilities. The contractor shall document findings in a **Roles and Functions Taxonomy Report (Section F, Deliverable 34)**. This analysis shall recommend means to AtF to increase survivability and supportability in uncertain and ill-defined operational environments (i.e., region, training, routine deployment, or combat operations) with varying levels of IED and asymmetric threats. The contractor shall conduct research and analyze alternative solutions to roles and functions performed by JIEDDO and determine best alignment within the Army of those roles, functions, and missions IAW results from the Roles and Functions Taxonomy Report. The contractor shall document its findings in an **Analysis of Alternatives (AoA) T10 and JIEDDO Functions Report (Section F, Deliverable 35)**. The contractor shall recommend how the Army and FORSCOM support defeating asymmetric threats in defense of the homeland and in support of other federal agencies — as part of the whole-of government approach – to provide for defense support of civil authorities and to support interagency organizations when directed, to augment and enhance capabilities to protect U.S. citizens and national infrastructure. The contractor shall conduct research and recommend alignment within the Army of those roles, functions, and missions IAW results from the Roles and Functions Taxonomy Report and AoA Report. The contractor shall prepare **Recommendation for Transition of JIEDDO T10 Functions (Section F, Deliverable 36)**. The recommendation will consider alternatives, cite decision criteria for evaluation, and account for risk within the various recommendations. The contractor shall accomplish this task through intelligence analysis of the IED and asymmetric threats in the homeland and the threat's approaches (i.e., identify and locate the threats prior to their arrival in the homeland), providing DoD's interagency partners (e.g., Department of Homeland Security or the Department of Justice) data regarding effects on probable targets and enemy IED TTPs, recommended courses of action (COA) to reduce identified vulnerabilities, improved training by increasing its relevance to current threats and TTPs, and exercise development to enhance the interagency's ability to deal with an evolving and complex threat. The contractor shall conduct research and analyze the impact of transitioning roles and responsibilities on current and future C-IED stakeholders. The **Transition Stakeholders Analysis (Section F, Deliverable 37)** shall include qualitative benefits, cost savings, cost avoidance, and non-monetary benefits. The contractor shall analyze information dissemination processes and technologies to provide recommendations that improve information shared with interagency partners in both exercises and real world events, reducing uncertainty and enhancing the readiness of both inter agency partners, the National Guard, and DoD forces in support of them.

The contractor shall prepare reports that detail T10 functions for transfer from JIEDDO to the Army and FORSCOM, and present a defined survivability **Transition Gap Analysis (Section F, Deliverable 38)**. Once the gap analysis is complete, the contractor shall develop recommendations to close these gaps with a Plan of Action & Milestones (POA&M). This plan would be designed to enhance the ability of the DoD, the Army, and FORSCOM to seamlessly transfer the mission, mitigating the risk to the force of survivability gaps, unidentified gaps, or gaps not addressed. The contractor shall develop recommendations for **Transition POA&M (Section F, Deliverable 39)** in identifying, assessing, prioritizing, and monitoring transition

actions based on approval of recommendations for T10 functions to transition. The POA&M will identify, among other things, tasks that need to transition, office of primary responsibility for each task, details of resources required, transition milestones, and scheduled completion dates for the milestones. The contractor shall provide research and analysis to make recommendations on short- and long-term strategic planning based on the impact the plans have on existing systems (e.g., HHD devices and EW systems), employment of new technologies, training, and operational considerations. The contractor shall recommend the transition of roles, functions, and authorities to assess FORSCOM and the Army's ability to meet COCOM capability requirements, from an operational perspective, along with their survivability in the specific threat and environmental conditions. The contractor shall conduct research and document analysis of potential impacts of the transition on COCOMs and ASCCs in a **Warfighter Impact Assessment (Section F, Deliverable 40)**.The contractor shall document potential impacts, as appropriate, on regional operations, campaign plans, theater engagement plans and strategies. The contractor shall provide monthly **In-Progress Review (Section F, Deliverable 41)** reports that assess the implementation of transition plans and strategies, provide assessments of outcomes, and recommend adjustments to strategies, programs, and systems to best prepare Army forces for a broad spectrum of evolving threats. The contractor shall develop **Post-Operational Analysis Report (Section F, Deliverable 42)** with recommendations on continued use, modification, improvement, or termination of actions as identified in the POA&M.

C.4.4.4 SUBTASK 4 – LOGISTICS AND EQUIPMENT ANALYSIS

The contractor shall analyze the survivability effects of existing survivability enhancing systems (e.g. HHD devices and EW systems), employment of new technologies (e.g. Wolfhound, a direction finding intelligence gathering system, and Pipper, an EW jammer) for integration into current operational capabilities with minimal modification to existing platforms, operational consideration (e.g., RAF), security issues (e.g., minimizing over classification of equipment capabilities and following coalition partner classifications), and individual and unit training (e.g. ensuring equipment quantities and priorities are available for initial and unit sustainment training). Based upon the results of the survivability analysis, the contractor shall develop recommendations on short and long term strategic **Logistics Support Plan (Section F, Deliverable 43)** in order to optimize the effects on survivability against IED threats. The contractor shall analyze the effect of shortages of survivability enhancing non-POR/non-standard equipment on warfighter survivability **Logistics Support Capability and Gap Analysis (Section F, Deliverable 44)** and shall develop recommendations to fill the shortages that shall enhance FORSCOM's ability to identify, procure, field, and sustain C-IED and asymmetric threat equipment and systems. FORSCOM's ability to accelerate the fielding and sustainment of C-IED equipment is an organizational imperative. The current five-phased acquisition model is rigid and does not keep pace with emerging enemy TTPs. The contractor's survivability analysis shall evaluate the current fielding plan and propose recommendations **Non-POR/Non-standard Equipment Status Report (Section F, Deliverable 45)** for FORSCOM decision makers. These recommendations shall deliver agile and streamlined solutions. The contractor shall use the results of their analyses to create recommendations for survivability enhancing non-POR/non-standard equipment and logistical support strategies to adequately equip units throughout the ARFORGEN process **Science & Technology Review of New Equipment and Technical Assessment of Equipment Fielded (Section F, Deliverable 46).**

For example, when a Brigade Combat Team identifies a need for non-POR/non-standard equipment that is not met through the MTOE set, the contractor will recommend COA for FORSCOM decision makers based on the current operational environment. Upon completion of the procurement the contractor would develop lessons learned and best practices to recommend further development of the logistics and equipment support plan.

C.4.4.5 SUBTASK 5 – COLLECTIVE TRAINING

This task is unique to this PBSOW as it shall provide analytical deliverable for the new RAF employment construct.

As units transition from deploying in support of Operation Enduring Freedom to a RAF construct, wargames and exercises shall analyze and improve the survivability of Army and FORSCOM units by providing efficient use of limited home station resources. The contractor shall research the evolution of IEDs from an Afghan to a global threat and will advance the development of C-IED and asymmetric threat scenarios, which will be used in the wargames and exercises to evaluate unit survivability in a realistic environment, across all COCOMs in support of unit regional alignment. The increased fidelity of these C-IED and asymmetric threat tactics during training exercises will lead to a higher degree of soldier proficiency before facing these dangers on the battlefield across the COCOMs. During this period of uncertainty and transition, the contractor shall develop **CTC Exercise Reports (Section F, Deliverable 47)** with recommendations regarding the design and plans for **Wargame/Exercise Objectives (Section F, Deliverable 48)** in support of home station, Mobilization Training Center (MTC), and CTC L/V/C/G training to improve survivability and reduce vulnerability of soldiers and units in a hybrid/irregular threat environment. The contractor shall analyze and assess data collected during unit training, home station training resources, unit capabilities, threat capabilities, and enhance training fidelity by providing models and simulations involving simulated people operating simulated systems, and gaming: military uses of computer gaming technology, COCOM specific geographical and human terrain analysis, scenario development, and evaluations to develop recommendations for the Master Scenario Event List (MSEL), and resource synchronization matrices for wargames and exercises at home station, MTC and CTC. Based upon its analysis, the contractor shall develop **Gamebook and Models Exercise Reports** (**Section F, Deliverable 49)**. The contractor shall also provide models and wargames to rejuvenate the atrophied fires integration planning (i.e., the use of weapon systems to create specific lethal or nonlethal effects on a target that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives) skills that enhance fires' ability to support and protect friendly forces. This will include the full spectrum of fires and targeting assets available to units, increasing readiness for the accurate and timely use of close air support and massed fires. As threat TTPs continue to evolve through thousands of global IED events annually, the contractor shall develop recommendations for the wargame/exercise objectives that document the scenario, objectives, and planned outcome for the wargame/exercise. The contractor shall deliver gamebook/exercise preparation reports that capture agendas, scenarios, Operational Orders (OPORD) and related information to be used in exercises; and prepare **Wargame/Exercise AARs (Section F, Deliverable 50)** that capture wargame/exercise results and outcomes; corrective action plans; and other written requirements for follow-on wargames and exercises.

For example, a FORSCOM Brigade Combat Team tasked as a RAF to support a COCOM requests the contractor to build the scenario to analyze and improve survivability through a Unified Land Operations training event for subordinate elements. This scenario will depict an accurate and timely C-IED and asymmetric threat in its regionally aligned focus area. The Brigade would then request and receive recommendations for which equipment and TTP are best designed to counter that threat as well as any constraints on existing procedures. The contractor would analyze the current TTPs, local cultural norms, COCOM specific physical terrain in the desired area of operations. They will also coordinate with the CTCs to ensure that the culminating training event replicates a regionally appropriate IED threat environment. The resulting training plan and event MSELs would form the basis for the Soldier's training, ensuring that FORSCOM executes its force provider role to the highest possible standard as the Soldiers begin their period of support attuned to the threat and the countermeasures of the area of operations within which they are operating. Upon completion of these training events, the contractor would document the lessons learned and best practices to store in a repository accessible to other training units within FORSCOM and the U.S. Army.

C.4.4.6 SUBTASK 6 – ANALYSIS AND TRAINING FOR EXPLOSIVE ORDNANCE DISPOSAL (EOD) FORCES

The contractor shall provide reports on survivability/vulnerability analysis measures to reduce vulnerability and promote survivability of EOD Soldiers by providing scenario driven training events to provide Commanders data necessary for the validation of organizational team certification based on METL, and required technical skill sets based on critical tasks lists and Military Occupational Specialty specific tasks. The contractor shall provide analysis and reporting of overall readiness, and provide data regarding the validation of EOD Units and EOD Unit Commander's ability to operationally deploy and utilize specialized C-IED tools and equipment, such as energetic and non-energetic tools. **Specialized C-IED Equipment Integration and Capability Gap Reports (Section F, Deliverable 51)** shall include the unit's ability to perform the EOD mission to mitigate explosive hazards in relation to current threats and trends within the continental U.S. (CONUS) and outside CONUS (OCONUS). The contractor shall develop **Training Infrastructure Gap Reports (Section F, Deliverable 52)** to assess the integration, use, and construction of Training Aids, Devices, Simulators, and Simulations (TADSS) in support of training and, if required design specialized training aids for specific threats (e.g., chemical, biological, radiological, or high-yield explosives [CBRN-E]). The contractor shall research equipment requirements necessary for pre-deployment validation, and shall identify gaps in equipment capability and Soldier training regarding DtD specialized C-IED equipment that EOD forces employ. **Specialized EOD Training Evaluations (Section F, Deliverable 53)** shall include: recommendations for policy, evaluation of existing and proposed systems, deficiency tracking during training and exercises, and evaluating the success rate of systems deployed to theater in order to re-assess the training functions of deploying units. The contractor shall provide **Training Event AAR Reports and Observations (Section F, Deliverable 54)** which contain critical information for the Army and FORSCOM to develop a corrective plan of action to eliminate training deficiencies. Training shall provide a simulated threat environment including current and evolving trends in explosive hazards and manufacturing, in addition to detection capabilities and technology. The contractor's analysis shall enhance the ability of Commanders to implement effective and relevant training methodologies for an ever changing threat environment and equip EOD units with the ability to DtD while increasing unit survivability and minimizing vulnerability.

For example, the contractor would develop reports that analyze training infrastructure and resources identifying any gaps in training areas and resources to support specialized C-IED equipment and training. The report would compare current and future resources required by equipment and personnel conducting training in a simulated threat environment and provide recommendations to correct any deficiencies identified. The contractor would also provide an analysis report identifying procedures and recommendations for integration of specialized EOD and C-IED equipment, such as a Percussion Actuated Non-electric (PAN) disruptor, including any capability gaps identified during the analysis, such as robotic detection of IEDs. Recommendations would include development of training programs, construction of training facilities, modification of existing facilities, substitution of like or similar capability resources (e.g., training facilities), or modification of training time (i.e., duration of training). Upon completion of major exercises, operations and/or training events, the contractor shall provide post-event assessments, AARs, recommendations, lessons learned and best practices as a means to improve FORSCOM's planning and execution of missions for real-world EOD operations, training and exercise events.

C.4.4.7 SUBTASK 7 – M&S REQUIREMENTS, RECOMMENDATIONS, AND CAPABILITY ANALYSIS

The contractor shall enhance models and simulations, which were developed with a focus on COIN, or other government owned models and simulations, by adding the ability to model and simulate the new Hybrid Threat environment in which warfighters are operating. The contractor shall also develop new game-based and virtual scenarios and exercises using government owned gaming and virtual systems that shall provide the means for decision makers to evaluate the survivability of soldiers in the designed COA or using equipment (e.g., new Intelligence, Surveillance, and Reconnaissance (ISR) systems or precision attack munitions) not previously available. This Hybrid Threat environment requires units to be prepared to undertake missions ranging from humanitarian operations, peace keeping operations, COIN and Decisive Action. These models, simulations, and exercises will provide Commanders a tool to train their formations to bring the full Joint Fires capability to bear in any environment.

The contractor shall develop reports that detail the analysis of existing modeling capability gaps as well as capabilities that are required to analyze new technologies and tactics. The contractor shall provide analyses and assessments focused on measures to reduce vulnerability and maintain survivability of deployed soldiers and maintain unit readiness by providing M&S of current asymmetric threats and the integration of platoon thru brigade targeting and fire support/control systems, such as Forward Observers, Joint Fires Observes, Special Operations Forces Laser Acquisition Marker (SOFLAM), man-portable Unmanned Aerial Vehicles, long Rang Thermal Video, One Station Remote Video Terminal, and Advanced Field Artillery Tactical Data Systems, into virtual and gaming simulations. These fire support/fire control systems enable the fire support team to find, fix, and finish enemy forces at greater stand-off distance (i.e., enhancing lethality), while reduction of capability gaps and advances in targeting and weapons technology increase probability of successful destruction of enemy targets, while reducing vulnerability to friendly forces, fratricide, and collateral damage. The contractor shall conduct **Assessment of Current M&S Gaps (Section F, Deliverable 55)** analyses of commercial and government M&S solutions and, based upon these analyses, develop **CONOPS for Creation of Specific M&S Integration (Section F, Deliverable 56)** and **Recommendations to Integrate**

Future Simulation Systems (Section F, Deliverable 57) into the ARFORGEN home-station training process and concepts for deployable virtual/gaming solutions to increase or sustain unit readiness and survivability while deployed. The contractor shall enhance **Virtual Modeling and Exercise Design (Section F, Deliverable 58)** to replicate the capabilities and characteristics of live Fires and C-IED enablers and equipment so that leaders can learn from failure during gaming and virtual exercises before a live execution of the training. The scenarios and exercises shall include integration of joint fires, including indirect fires, naval gunfire, close combat aviation and close air support. The contractor shall provide analysis and recommendations to include **Virtual and Gaming Scenario and Exercise AARs (Section F, Deliverable 59)** throughout the exercise life-cycle and shall develop **Scenarios and Exercises for Virtual and Gaming Training (Section F, Deliverable 60)** that enhance the training objectives. The contractor shall provide analysis on new threat and coalition force TTPs and shall develop training plans incorporating friendly and threat techniques into training. The contractor's training analysis and recommended plans may be integrated into the training systems for deploying units ranging in size from squad to Corps level elements. The contractor's analysis shall enhance the Commander's ability to implement a targeting and threat modeling methodology into training scenarios with both conventional and adaptive, emerging threats and provide the warfighting unit the ability to more precisely target the threat while decreasing civilian casualties resulting in an increased survivability of the Soldiers and local population.

For example, Brigade Commanders are responsible for the training and certification of Joint Fires Observers (JFOs) within their formation. JFOs are Forward Observers (trained to call for, adjust, and control indirect fire [artillery and mortar]) who are additionally trained and certified to "request, adjust, and control surface-to-surface fires, provide targeting information in support of Type 2 and Type 3 Clost Air Support (CAS) terminal attack control and perform terminal guidance operation." (FM 3-09.32, "JFIRE", 2007) JFOs are responsible for planning, integrating, and controlling all fires platforms to include indirect fires (mortars and artillery), naval gunfire, close air support (U.S. Air Force (USAF) and U.S. Navy (USN) fixed wing), close combat attack (USA rotary wing), and AC130 fires. The contractor would develop the desired terrain, scenarios, and virtual representations of military equipment within the current Army Games for Training (Virtual Battlespace [VBS]), incorporating the variety of threats from near-peer to insurgent/asymmetric, non-combatants, and friendly/coalition forces. The contractor would also develop the TSP, incorporating the results of analysis from other tasks in this PBSOW, to train leaders how to use the simulation to conduct JFO training to sustain and improve JFO capability across the Brigade formation, provide venue options for training the unit, and provide real-time scenario changes to increase simulation complexity in support of Commander training goals. Upon completion of the training event, the contractor would develop the lessons learned from both TTPs to overcome the threat and the performance of the simulation to achieve the Commander's desired training effect, recommending a way ahead to improve the quality of execution and integration.

C.4.5 TASK 5 – USARPAC

C.4.5.1 SUBTASK 1 – ASYMMETRIC WARFARE/IED DEFEAT (IEDD) TRAINING AND EDUCATION

The contractor shall produce reports assessing Military Organization's IEDD training and education requirements and recommend courses of action to improve training relevance and effectiveness to USARPAC, USPACOM, or other U.S. force provider Commanders.

The contractor shall provide technical analysis in the P**olicy, Plans, Practices, and Procedures Assessment Report (Section F, Deliverable 61)** for their ability to meet requirements and shall identify deficiencies. The contractor shall review, analyze plans and programs developed by USPACOM components and staff and shall provide recommended courses of action and revisions to gaps that are identified in these plans and programs. The contractor shall analyze preparedness and force readiness of deploying forces and units. For this analysis, the contractor shall produce **Assessments of Current Asymmetric Warfare/ IEDD Constructive Training Gaps (Section F, Deliverable 62)** and the **Asymmetric Warfare/ IEDD Training Assessment Reports (Section F, Deliverable 63)** along with any required technical reports and after action/lessons learned reports. The contractor's recommendations shall enhance USPACOM's ability to implement effective and relevant training methodologies in an ever adapting asymmetric environment and to equip deploying units with the ability to defeat asymmetric threats.

The contractor shall provide Counter Radio Electronic Warfare (CREW) and Tactical Site Exploitation training, including Biometric (tactical forensic collection). The contractor shall provide Route Clearance training and Tactical Convoy Execution in an Asymmetric IED threat environment. The contractor shall conduct C-IED Awareness training, both mounted (motorized) and dismounted and Unexploded Ordnance (UXO) mine awareness training. The contractor shall provide comprehensive written AARs that assess the unit on its ability to meet the training objectives and on their ability to successfully accomplish the Asymmetric Warfare/ IED mission. The contractor shall develop Asymmetric Warfare/ IEDD reports for Joint IED Center of Excellence (JCOE), Asymmetric Warfare Office (AWO), Joint IED Defeat Organization (JIEDDO), Installation Management Command (IMCOM), Training and Doctrine Command (TRADOC), and other pertinent organizations.

For example, the contractor will provide a five day Train-the-Trainer (T3) course on countering IEDs. The contractor shall develop the **Consolidated Training Curriculum/Programs of Instruction (Section F, Deliverable 64)** that will focus on C-IED awareness and identification of IEDs and their detonation mechanisms. The contractor will use **Scenarios and Recommended Actions to close Asymmetric Warfare/ IEDD Training Infrastructure Gaps and Virtual Training Gaps Reports (Section F, Deliverable 65)** in curriculum development. Curriculum will also cover the fundamentals of mounted and dismounted operations in an IED environment. Within these functional areas, subjects like CREW, Biometrics, homemade explosives, and tactical site exploitation will be presented by the contractor in a classroom environment and reinforced with practical application and review. The end result of this course will be to provide unit commanders an organic C-IED training capability through **After-Action and/or Lessons Learned Reports (Section F, Deliverable 66)**.

C.4.5.2 SUBTASK 2 – ELECTRONIC COUNTERMEASURES (ECM) AND COUNTER RADIO CONTROLLED IED (RCIED) WARFARE (CREW)

The contractor shall conduct **Military Installations' Electronic Warfare and CREW Training and Education Assessments (Section F, Deliverable 67)** and shall recommend courses of action to mitigate deficiencies to Senior Commanders via **ECM/CREW Gap Reports (Section F, Deliverable 68)**. The contractor shall make recommendations to incorporate ECM/CREW virtual scenarios to close asymmetric warfare/IEDD training infrastructure gaps utilizing the Mobile C-IED Interactive Trainer, which is capable of training a squad-sized element simultaneously for single day C-IED, ECM, and RCIED warfare events. The contractor shall assess Electronic Warfare and CREW training and education, determine any gaps in current training versus asymmetric threats, and make recommendations regarding the appropriate adjustments necessary to keep training relevant. The contractor shall make recommendations and shall provide scenarios to incorporate Electronic Warfare and CREW capabilities into home station training and shall conduct pre-deployment analysis of unit readiness for Electronic Warfare. The contractor shall prepare **After-action and/or Lessons Leaned Reports (Section F, Deliverable 69)**, **Asymmetric Warfare/IEDD Training Assessment Reports (Section F, Deliverable 63), and Processes and Procedures Reports (Section F, Deliverable 70)** to address readiness shortfalls. The contractor’s survivability analysis shall directly impact the development of plans for simulations and training exercises, and will enhance the effectiveness of the warfighters by equipping them with the best training possible to deal with asymmetric threats.

C.4.5.3 SUBTASK 3 – IRREGULAR WARFARE (IrW) ANALYSIS

The contractor shall provide intelligence analysis regarding IrW concepts, threats, policies, and mitigation for USA RPAC, USPACOM, or other force provider Commands. The contractor shall provide Commanders and training audiences with timely, accurate, and relevant combat information pertaining to the multiple facets of IrW intelligence. Combat information shall include threat plans, operations, dispositions, capabilities, and vulnerabilities supporting current operations and contingency planning, in accordance with commander's priority intelligence requirements and other information needs. The contractor's analysis shall include information on regional use of IEDs and how to counter/mitigate the IEDs. The contractor’s analysis shall include Violent Extremists Organizations (VEOs), state actors supporting terrorism, and Financial Intelligence (FININT). The contractor shall provide the intelligence analysis for the development of wartime strategy, concept plans, roadmap implementation, and course of action planning as it pertains to C-IED.

The contractor shall develop the **Consolidated Training Curriculum/Programs of Instruction (Section F, Deliverable 64)** that will include knowledge and skills requirements, desired learning outcomes, lesson plans, course materials, visual aids, training completion rosters, examinations and testing results. Upon completion of IrW training event, the contractor shall prepare **After-action and/or Lessons Learned Reports (Section F, Deliverable 69)** containing post-event assessments, AARs, recommendations, lessons learned and/or best practices as a means to capture and summarize the event, improve planning and execution, and document data for future reference. The contractor shall develop **Scenarios and Recommended Actions to close Asymmetric Warfare/IEDD Training Infrastructure Gaps Reports (Section F, Deliverable 65)** to assess current installation virtual Asymmetric Warfare/IEDD training assets,

research potential new capabilities, develop prioritized recommendations for acquisition of new virtual training assets, and make recommendations for coordinating the integration of assets into pre-deployment and sustainment training. The contractor shall provide **Asymmetric Warfare/IEDD Training Assessment Reports (Section F, Deliverable 63)** including analysis summaries, course(s) of action, and attributing pros/cons in the form of papers and briefings in order to increase the client's probability of success at achieving stated IEDD training objectives. The contractor shall provide **Survivability/Vulnerability Analysis Reports (Section F, Deliverable 72)** that recommend measures to reduce vulnerability and maintain survivability of deploying forces and units or interagency partners.

As an example, the contractor's analysis of regional VEO threats would allow the development of regionally specific, timely threat briefs prior to deployments to that region. This analysis would allow regionally specific and VEO specific IED prototype Training- aid construction and the training of tactics, techniques, emplacement methods and IED defeat methods. The contractor would research, compile, and analyze data relating to IrW intelligence from all source intelligence collection. This collection would include Human Intelligence sources (HUMINT), Signal Intelligence Sources (SIGINT), Open Source Intelligence sources (OSINT), and Intelligence Led Operations Platform. The contractor's analysis and recommendations shall enhance USARPAC and USPACOM in their ability to support regional vulnerability assessments as required for Commands, deploying forces, and selected agencies.

C.4.5.4 SUBTASK 4 – BATTLE STAFF AND EXERCISE ANALYSIS

The contractor shall provide analysis for the design, development, and execution of C-IED/IrW Battle Staff exercises, war games, and other training events to assess plans and training staff, component, and subordinate organizations. The use of Asymmetric Warfare and C-IED TTPs in Battle Staff training exercises, wargames, and other activities by USPACOM and USARPAC shall lead to a higher degree of proficiency when facing these threats while forces are deployed. For this effort, the contractor shall analyze and develop classified training objectives for the wargames and exercises that seek to improve survivability and reduce the risk associated with vulnerabilities from IEDs and other asymmetric threats. At the platoon level and below (squad and fire-team), the contractor shall assess and conduct unit irregular threat mitigation training using the Mobile C-IED Interactive Trainer (virtual), an integrative trailer mounted training enabler, sourced by JIEDDO, that combines videos, virtual gaming technology, hands- on displays and static visuals to educate participants about IEDs and how to defeat them. The contractor shall conduct **AAR and/or Lessons Learned Reports (Section F, Deliverable 69)** and **Scenarios and Recommended Actions to Close Asymmetric Warfare/l EDD Training Infrastructure Gaps Reports (Section F, Deliverable 65)**. The contractor shall conduct less than company size (Company-/Platoon+) unit irregular threat mitigation Battle Staff training using VBS IED Defeat Training Simulations/Battle Command Training Center. VBS is a simulation engine system used to teach doctrine, tactics, techniques, and procedures during simulated squad and platoon offensive, defensive, and patrolling operations. VBS delivers a synthetic environment for the practical exercise of leadership and organizational behavior skills required to successfully execute unit missions. Tactical staffs (battalion staff) may organize to enhance the training audiences' experience and conduct reporting/maneuver requirements. Units may choose to conduct training as single day events or multi-day events; the contractor shall adjust the training length to the specific needs of each company/staff/unit. The contractor shall

conduct **Asymmetric Warfare/IEDD Training Assessment Reports (Section F, Deliverable 63)** and **Processes and Procedures Reports (Section F, Deliverable 70)** to enhance the training experience by providing training feedback and reviews of individual unit processes (as normally a part of unit Standard Operating Procedures). The contractor shall assess and develop the Command's transformation exercise wargame or exercise scenario to identify the friendly and threat forces. The contractor shall provide recommendations regarding functional Red Cell scenario input or MSEL input for exercises, war games, and other training events and shall provide analysis throughout the exercise lifecycle. The contractor shall provide analysis to USPACOM for establishing a post-exercise, corrective plan of action for U.S. forces. The contractor shall conduct survivability analysis and make recommendations to improve the survival rate for deploying forces through the addition of Asymmetric Warfare and IEDD tactics during pre-deployment training exercises. The contractor shall produce AARs from war games/exercises and promulgate these products to the component, staffs, and appropriate external organizations including support staff and component commands in developing corrective action plans.

The contractor shall conduct research under this task to include analysis of current geographic enemy TTPs and shall assess and incorporate findings into exercises and other training events such as Cobra Gold (Thailand), Yhud Abahs (India), Key Resolve (Korea), Balikatan (Philippines), Talisman Saber (Australia), Garuda Shield (Indonesia), Ulchi Freedom Guardian (Korea), OCO pre-deployment (Guam/Saipan), and OCO pre-deployment (Alaska).

C.4.5.5 SUBTASK 5 – NON-STANDARD MISSION TRAINING AND ANALYSIS

The contractor shall provide technical research in formulating effective, integrated training to prepare military forces for missions that are not associated with their traditional operations. Tasks include making recommendations regarding C-IED awareness and exploitation during the conduct of security operations, route clearance support, and partner nation and/or interagency subject matter expert exchanges. The contractor shall research existing documentation, publications, procedures, lessons learned, master scenario event lists, and professional literature to highlight program documents facilitating "best practices" for joint and combined exercise programs. The contractor shall provide **Consolidated Training Curriculum/ Programs of Instruction (Section F, Deliverable 71)**. Training materials and programs of instruction are to include knowledge and skills requirements, desired learning outcomes, lesson plans, course materials, visual aids, training completion rosters, examinations and testing results, etc.

One example of a non-standard training mission would be instruction given to civilian law enforcement officers in preparation of a presidential visit to Hawaii. The contractor would conduct training on C-IED awareness, vehicle, person, and building search procedures. The contractor would assess policies as related to operational C-IED training and develop prioritized recommendations for procedural changes to include the addition of training assets, integration of assets into pre-deployment/sustainment training, and adjustment of programs of instructions. **Process and Procedures Reports (Section F, Deliverable 70)** shall document various C-IED training conducted by different organizations; analyze that training against regional threat mitigation requirements, and report shortfalls, areas of duplication for possible improvement, and/or consolidation. GSA FEDSIM shall develop methodologies for consolidating duplicated training efforts and synergizing training events to improve warfighter readiness posture.

The contractor shall conduct maritime, pier-side Anti-Terrorism/Force Protections single day scenario driven exercises that are incorporated into maritime training exercises for military waterborne vessels (warships and submarines) while moored (tied up) pier side. Vessels at moore (pier side) are at risk from pier-side and harbor waterborne terrorist threats. The contractor shall assess Anti-Terrorism/Force Protection infrastructure and security gaps and, in conjunction with exercise play, make recommendations to breach found gaps and produce **Scenarios and Recommended Actions to Close Asymmetric Warfare/IEDD Training Gaps Reports (Section F, Deliverable 65)**. The contractor shall conduct C- IED Opposing Forces and Mounted and Dismounted C-IED Awareness training (IrW) and assess processes for identifying deficiencies. The contractor shall conduct **AAR and/or Lessons Learned Reports (Section F, Deliverable 69)**.

C.4.5.7 SUBTASK 7 – OUTREACH AND AWARENESS

The contractor shall produce and disseminate Center C-IED products, including **Outreach and Awareness Communications Products (Section F, Deliverable 73)** (print, graphic, or video communications) training capability offerings, survey/summary reports, and/or review and analysis reports. The contractor shall conduct outreach, education, and training gap analysis of potential training user organizations and produce **Interagency & Partner Nation Outreach Process/Procedures (Section F, Deliverable 74)** For example, when analysis indicates new YEO TTPs are being used in a specific region, the contractor shall produce **Training Assessments, Plans, Products, and Lessons Learned (Section F, Deliverable 75)** to mitigate the specific regional threat. The target audience of this analysis would be deploying US military forces or interagency representatives; Partner Nation representatives would require foreign disclosure clearance. The intent would be to analyze new YEO TTPs as rapidly as possible and to find mitigating methodologies.

Products shall be tailored for delivery to audiences who have the responsibility of shaping theater security policy or for training audiences who require printed, graphic, or video communication products. Products shall demonstrate the United States' continued resolve within the region.

C.4.6 TASK 6 – USAREUR

C.4.6.1 SUBTASK 1 – NEW EQUIPMENT ANALYSIS FOR EMERGING C-IED EQUIPMENT

The contractor shall conduct extensive analysis through systematic research methods to provide **Equipment Capability Analysis Reports (Section F, Deliverable 76)** for new Asymmetric Warfare/Counter Insurgency (COIN)/C-IED equipment that the Army is looking to create, improve, or procure. This equipment shall include robotic and non-robotic devices (current, improved, and future) that arc being used for C-IED. The contractor shall prepare **Recommendations to Close Asymmetric Warfare/COIN/C-IED Equipment Integration Capability Gap Reports (Section F, Deliverable 77)** that identify and recommend equipment requirements necessary for pre-mobilization and post-mobilization validation, and shall identify equipment integration capability gaps in Warfighters training regarding COIN/C-IED equipment operation.

The current array of approved and emerging equipment is not being integrated into deployment preparation tasks; this is resulting in low utilization of resources, duplication of effort across several venues, and an inadequate integration of equipment into training events to increase Warfighter survivability. The contractor shall use the results of its analysis to create recommendations for pre-mobilization C-IED technology integration and training strategies to better prepare ARNG and Reserve units for deployment into combat operations. FORSCOM requires all Soldiers to complete basic language and culture training prior to deployment. This training must be specific to the unit's expected area of responsibility (AOR) and must, at minimum, include basic language commands to effectively operate in their AOR. The contractor shall research and develop required training that is specific to the unit's AOR and will tailor training and culminating training events specific to the unit's training requirements. The Army has developed training support packages to include virtual gaming and more advanced classroom instruction to help units prepare for this pre-deployment requirement; the contractor shall analyze the existing training and develop recommendations for improvement. The contractor shall research, analyze, and develop Capacity Building Simulations, bi-lateral negotiations, and full spectrum operations using a number of simulations/simulators with exercises ranging from 15 to 300 Soldiers.

As a specific example, VBS is an Army program of record (POR) that can be customized to meet unit C-IED training objectives up to platoon level. At the battalion and above level, the Joint Training Counter-I ED Operations, Integration Center (JTCOIC) can create simulations specific to the unit' s expected area of operation and provide injects for culminating training events (CTE), immersing the unit with required pre-deployment training COIN best practices to include cultural awareness, language training, and bi-lateral negotiations. The contractor will provide analysis and develop recommendations for integrating C-IED enablers into the unit Commander's C-IED training strategy.

As a result of its equipment capability analysis, the contractor shall prepare **Asymmetric Warfare/C-IED Training Success and Shortfalls Report (Section F, Deliverable 78)** to raise awareness and to aid client decision making for readiness related issues and activities. The contractor shall also prepare **Asymmetric Warfare/C-IED Simulations Training Assessment Report (Section F, Deliverable 79)** to assess specific operator, user, and administrator training requirements required to maximize training potential for equipment and software applications.

C.4.6.2 SUBTASK 2 – C-IED ANALYSIS

The contractor shall develop and provide technical reports in the following areas: analysis of current policy, plans, practices, processes, and procedures to identify deficiencies and requirements. The contractor shall review, analyze, and provide recommended courses of action and revisions to plans and programs. Reports shall be used to improve current programs, including the C-IED Book of Standards and the C-IED Master Trainer Course. The contractor shall provide analysis of Warfighter preparedness and force readiness. **Scenarios and Exercise for Specific Asymmetric Warfare/COIN/C-IED training scenarios (Section F, Deliverable 80)** shall enhance effective and relevant training methodologies for an ever adapting asymmetric environment and may equip warfighting units with the ability to counter insurgent threats while increasing unit survivability and minimizing vulnerability.

The contractor shall research C-IED threats and provide analysis of FORSCOM required C-IED training and education. **Asymmetric Warfare/C-IED Training Curriculum (Section F, Deliverable 81)** shall include pre-deployment requirements and shall provide recommended courses of action to improve training at First Army Primary/Secondary Mobilization Force Generating Installations (PMFG/SMFGI). The contractor shall provide **Asymmetric Warfare/COIN/C-IED AAR Reports (Section F, Deliverable 82)** detailing measures to reduce vulnerability and maintain survivability of deployed Warfighters by providing **Recommendations to Close Asymmetric Warfare/COIN/C-IED Training Range Infrastructure Gaps (Section F, Deliverable 83)** incorporating live, virtual, and constructive enablers. The contractor shall create concept of operations to incorporate new Asymmetric Warfare/COIN/C-IED capabilities into post-mobilization training **Recommendations to Close Asymmetric Warfare/COIN/C-IED L/V/C/G Training Gaps (Section F, Deliverable 84)**. The contractor shall conduct pre-mobilization and post-mobilization analysis of unit Asymmetric Warfare/COIN/C-IED training levels and shall recommend possible solutions that may increase unit proficiency prior to post-mobilization.

The contractor shall research and provide recommendations regarding pre-mobilization gaming solutions to better prepare the mobilized unit for live collective level post-mobilization training. The contractor's recommendations require extensive research in order to accurately develop gaming-based training solutions and shall utilize specific TTPs that are relevant to the unit's expected deployment AOR, thereby increasing survivability. The contractor shall provide C-IED awareness training using current friendly and enemy TTPs. In response to the ever-changing TTPs, the contractor shall adhere to a disciplined research methodology where data is verified and appropriate conclusions arc developed.

C.4.6.3 SUBTASK 3 – EW AND CREW ANALYSIS

The contractor shall conduct EW and CREW research and shall develop reports assessing FORSCOM deployment requirements and recommending courses of action to increase survivability. CREW devices defeat insurgency radio-controlled IEDs by jamming enemy operating frequencies. CREW devices (DUKE, CREW Vehicle Receiver/Jammer (CVRJ), THOR, and GUAARDIAN) work well, but leaders must consider employment during all operations and all operators need to employ them correctly for proper operation. The contractor shall provide detailed analysis on current EW and CREW theater TTPs which shall require detailed research into threat and friendly frequency bands in order to develop CREW surrogate training integration plan for the C-IED Training Book of Standards and the C-IED Master Trainer **EW and CREW Consolidated Training Curriculum (Section F, Deliverable 85)**. The contractor shall create Concept of Operations (CONOPS) and/or make recommendations to existing CONOPS to incorporate new EW/CREW capabilities into post-mobilization **Scenarios and Exercises for Specific Asymmetric Warfare/C-IED Training (Section F, Deliverable 86)**. The contractor shall conduct pre-mobilization and post-mobilization **EW and CREW Analysis of Processes and Procedures (Section F, Deliverable 87)**.

For example, First Army facilitates Joint Assessment Conferences (JAC) for the ARNG and USAR at Deployment (D) minus (-) 270/180 days. The purpose of these D-270/180 JACs is to synchronize pre-deployment/pre-mobilization required training with pre-deployment/post-mobilization training. It is essential that during these JACs, required pre-deployment/pre-

mobilization training is identified and nested with First Army's post-mobilization training plan so that training is conducted sequentially using the Army's training methodology of CRAWL/WALK/RUN. In response, the contractor will research and develop pre-mobilization training strategies and recommendations that synchronize with the post-mobilization collective training plan. The contractor will recommend pre-mobilization gaming-based and virtual solutions to better prepare the mobilized unit for live collective level post-mobilization training utilizing specific EW and CREW TTPs to the unit's expected deployment AOR. The contractor shall provide **Recommendations to Close EW and CREW L/V/C/G Training Gaps (Section F, Deliverable 88).** The contractor will provide recommendations to unit training exercises and will recommend tailored battle staff EW specific scenarios; the contractor will provide **EW and CREW AAR Reports (Section F, Deliverable 89)**.

C.4.6.4 SUBTASK 4 – BIOMETRICS RESEARCH AND ANALYSIS

The contractor shall keep abreast of new and emerging capabilities and shall provide detailed reports with recommended integration plans, as the Army, JIEDDO, and TRADOC are constantly developing new and emerging capabilities to enhance Warfighter readiness. The contractor's reports shall validate emerging capabilities and provide recommendations to integrate this equipment into training. The contractor shall provide technical analysis of current policy, plans, practices, processes, and procedures. These technical reports shall be used to identity Primary Mobilization Force Generating Installation (PMFGI) and Secondary Mobilization Force Generating Installation (SMFGI) deficiencies and validate requirements. The contractor shall provide recommended courses of action and revisions to plans and programs as policy changes to reflect a changing COIN environment. These technical reports shall enhance training curriculum with current CENTCOM and FORSCOM deployment requirements and theater TTPs. The contractor shall conduct Biometrics research and develop reports assessing CENTCOM and FORSCOM required pre-deployment biometrics training requirements. These reports shall include recommend courses of action for the improvement of post-mobilization **Biometrics Consolidated Training Curriculum (Section F, Deliverable 90)**. The contractor shall provide improvements in Concept of Operations (CONOPS) and shall provide recommendations on how to best incorporate biometrics capabilities into post-mobilization training. The contractor shall prepare **Biometrics Training Equipment Capability Gap Reports (Section F, Deliverable 91)** to close gaps on virtual and constructive biometrics training equipment and software to include Biometric Automated Toolset (BAT) and Handheld Interagency Identity Detection Equipment (HHDE) in order to meet post-mobilization biometrics training requirements.

Soldiers face an asymmetric enemy who strikes fast, hard, and with stealth because of his ability to blend easily into the local population. To defeat this enemy, units must be prepared to separate the insurgent from the population and deny him sanctuary and his ability to build and employ IEDs. As such, biometrics identity dominance is fundamental to winning the counterinsurgency (COIN) and C-IED fights. In response, the contractor shall conduct pre-mobilization and post-mobilization analysis of unit training levels and shall develop pre-mobilization training strategies that synchronize with the post-mobilization collective training plan. The contractor's recommendations shall include gaming and virtual solutions that shall enhance live collective level post-mobilization training for the mobilized unit. The contractor's recommendations shall include integrating current biometrics TTPs in the unit's expected deployment AOR. Research of

current TTPs requires significant effort and communication with multiple agencies to include the DOD Biometrics Identity Management Agency (BIMA), DOD Biometric Program Management Office, the Army Intelligence Center of Excellence (ICoE), and deployed Headquarters. The contractor shall use existing Army resources to include classified briefings, TTPs, AARs, and JIEDDO cross briefs to develop recommendations regarding current and relevant training.

The contractor shall provide Biometrics Enabled Intelligence (BEI) and biometrics systems training. This training shall provide Warfighters the necessary tools to identify personnel within their AOR associated with the bomb making process. The Warfighter shall have an enhanced ability to eliminate the IED emplacement by attacking the IED network. The contractor shall provide **Biometrics AAR Reports (Section F, Deliverable 92)** at conclusion of each training event and shall provide recommendations to improve future training events. The contractor shall create and/or recommend improvement biometrics reports for FORSCOM, JIEDDO, Biometrics Identity Management Agency (BIMA), and Training and Doctrine Command (TRADOC). The contractor shall create and/or improve **Biometrics-enabled Scenarios (Section F, Deliverable 93)** for use during situational-training exercises and mission readiness exercises.

C.4.6.5 SUBTASK 5 – ROUTE CLEARANCE, ROBOTICS, MRAP RESEARCH AND DEVELOPMENT ENABLING TRAINING AND EDUCATION

The contractor shall provide recommendations for policy and shall include analyzing RC, Robotics, and Mine Resistant Ambush Protected (MRAP) susceptibility to radio frequency interference and blast damage of existing and proposed systems. Reports shall include RC, Robotics, and MRAP systems deployed to theater in order to re-assess training functions of deploying units. Implementation results shall create and/or enhance stand-off detection and/or interrogation of IEDs, thereby increasing survivability. The contractor shall assess CENTCOM COIN directives and FORSCOM pre-deployment requirements and shall provide recommendations to improve RC training. RC is a critical mission for U.S. Army units, of which the Reserve Component provides a significant number of formations for operations in Iraq and Afghanistan. Throughout Iraq and Afghanistan, roads must be cleared of obstacles (primarily IEDs) to allow freedom of movement for coalition forces and the local populace. Although engineer units shoulder much of the burden, RC is a mission all Soldiers should understand and be able to execute with available resources. All unit formations conducting operations in Iraq and Afghanistan are provided MRAP vehicles and robotic systems. The contractor shall provide **RC, Robotics, and MRAP Reports (Section F, Deliverable 94)** on survivability/vulnerability analysis measures to reduce vulnerability and promote survivability of deployed Warfighters. The contractor shall examine current insurgent IED TTP through regular review of IED attack reports from theater found on multiple SIPRNET databases and websites such as CIDNE, JKNIFE, Task Force Palidan, etc. as well as current coalition force RC, Robotics, and MRAP procedures and shall integrate approved recommendations into **Consolidated Training Curriculum (Section F, Deliverable 95)**.

The contractor shall analyze the self-protection adaptive roller (SPARK), Gyrocam camera system, Cyclop camera system, Cyclone blower, AN/PSS-14 mine detector, and Mine Hound; the aforementioned are all devices used by engineer units providing stand-off protection and/or enabling the unit to find and fix IEDs. The contractor shall provide detailed **RC, Robotics, and MRAP AAR Reports (Section F, Deliverable 96)** after all training events. **Recommendations**

to Close RC and Robotics Training Infrastructure Gaps (Section F, Deliverable 97) shall include range infrastructure lane improvement. AAR reports shall include current capabilities, limitations, training, and integration plans for post-mobilization collective training. The contractor shall conduct pre-mobilization and post-mobilization analysis of unit training levels and shall develop pre-mobilization training strategies and recommendations that synchronize holistically with the post-mobilization collective training plan. Robots are being utilized by various types of units conducting combat operations to create stand-off protection: the contractor shall conduct research and shall develop **Recommendations to Close RC, Robotics, and MRAP L/V/C/G Training Gaps (Section F, Deliverable 98)** regarding the integration of robotic systems that are organic to the unit into training, exercising the unit's capabilities holistically. From an engineer unit perspective, for example, procedures include the integration of current and proposed RC (Buffalo, RG-31 and Husky C-IED vehicles with interrogation arm) and robotic (TALON, MARCbot, FASTAC, and Mini-EOD) systems as well as other DtD technical solutions. In response, the contractor shall integrate engineer specific robotic systems typical to route clearance unit into the training.

For example, the **MRAP Drivers Training Program Report (Section F, Deliverable 99)** will establish a standardized method of conducting driver training. This will include licensing and integrating current TTPs, for instance, for driving under varying conditions such as terrain, night, and against an innovative insurgency. The contractor would integrate current COIN and safety directives such as roll-over and civilian casualty (CIVCAS) prevention. The contractor would investigate CENTCOM drivers training policies on the various MRAP family of vehicles to include Cougar Category I/II, Maxx Pro, RG-33L, RG-31A2, Caiman, and Ambulance Category I/II and would integrate training recommendations into collective training.

As an additional example of the work the contractor would do under this task, the contractor would recommend pre-mobilization gaming and virtual solutions such as RC Training Suite (RCTS) and/or VBS during pre-mobilization that will better prepare the mobilized unit for live collective level post-mobilization training. This would include utilizing specific RC, Robotics, and MRAP TTPs to the unit’s expected deployment AOR.

C.4.6.6 SUBTASK 6 – SEARCH TRAINING ANALYSIS AND RECOMMENDATIONS

The contractor shall provide survivability/vulnerability analysis reports detailing Search measures to reduce vulnerability and increase survivability of deployed Warfighters. The contractor shall provide updates as conditions change and shall provide recommendations regarding Search training. These reports shall enhance Search training curriculum, keeping it current with CENTCOM and FORSCOM deployment requirements and theater TTPs. Research of current TTPs requires culling information from various classified and unclassified sources (reports, briefings, databases, and websites). Site exploitation (SE) is a high level AtN C-IED enabler that entails systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecution. SE contributes to exploitation and is defined as taking full advantage of any information that has come to hand for tactical, operational, or strategic purposes. Basic Search is the lowest level capability. It includes Search Aware Soldiers and Patrol Search Soldiers (PSS) for the overall Force Protection, which requires an understanding of the threat, methods of attack, and a general knowledge of person, vehicle,

and simple rummage Search procedures. As such, the contractor shall create SE and Search reports for FORSCOM, Joint Center of Excellence (JCOE), JIEDDO, Installation Management Command (IMCOM), and TRADO). Specifically, the contractor shall create SE, Battlefield Forensics, and Search training and education curriculum for the **C-IED Training Book of Standards and C-IED Master Trainer Course (Section F, Deliverable 100)**. The contractor shall tailor training for the C-IED Master Trainer Course and will provide systematic train-the-trainer (T3) instruction customized from basic level up to the tactical level in both classroom and field environment. The contractor shall provide **SE/Search AAR Reports (Section F, Deliverable 101)** with comprehensive analysis and feasibility studies regarding **Battlefield Forensics Training Curriculum, Search, and C-IED Master Trainer Course Requirements (Section F, Deliverable 102)**. The contractor shall provide recommend courses of action and will create customized training and education strategies incorporating live, virtual, and constructive enablers.

The contractor shall create a concept of operations (CONOP) to incorporate new capabilities into post-mobilization training with **Recommendations to Close SE/Search Training Range Infrastructure Gaps (Section F, Deliverable 103)**. The contractor shall conduct pre-mobilization and post-mobilization analysis of unit training levels and develop pre-mobilization training strategies and recommendations that synchronize holistically with the post-mobilization collective training plan. The contractor shall create **Scenarios and Exercises for Specific Search Training (Section F, Deliverable 104)** replicating current threats that require SE, Battlefield Forensics, and Search in an Asymmetric/COIN/C-IED collective training environment. The contractor shall include training that integrates collection and submittal/reporting of Battlefield Forensics as inputs into the Company Intelligence Support Teams (CoIST) and other intelligence analysis entities (such as battalion and brigade S2s). The contractor shall provide a **SE/Search Technical Analysis Report (Section F, Deliverable 105)** of current Search policy, plans, practices, processes, and procedures and will identify deficiencies and validate solutions and requirements. The contractor shall review, analyze, and provide recommended courses of action and revisions to plans and programs.

For example, the contractor shall provide **Recommendations to Close SE/Search L/V/C/G Training Gaps (Section F, Deliverable 106)** such as VBS or Mobile C-IED Interactive Trainer (MCIT) that will better prepare the mobilized unit for live collective level post-mobilization search training. This would include utilizing various enablers such as search kits, biometrics equipment, and robotics typical of the unit's expected deployment AOR.

C.4.6.7 SUBTASK 7 – AtN TRAINING AND EDUCATION

The contractor shall create a dynamic **AtN, CoIST, and HME Education Curriculum (Section F, Deliverable 107)** for the C-IED Training Book of Standards and C-IED Master Trainer Course and shall refine it based on emerging TTPs gathered through analysis, studies, AARs, cross-briefs, and lessons learned. The contractor shall provide reports that require analysis and feasibility studies including: **Recommendations to Close AtN, CoIST, and HME Training Range Infrastructure Gaps (Section F, Deliverable 108); Atn, CoIST, and HME Policy and Procedures Documents Review and Analysis Report (Section F, Deliverable 109); and AtN, CoIST, and HME AAR Reports (Section F, Deliverable 110)**. AAR reports and cross-briefs may be provided by units re-deploying from the CENTCOM AOR and may provide AtN training

and education recommendations for effective Full Spectrum Operations (FSO). The contractor shall provide recommended best practices for integration into collective training and shall provide recommended updates for the training methodologies outlined in each Module in the C-IED Training Book of Standards.

AtN is a sub-component of Counter Insurgency aimed at disrupting the IED network, for instance, targeting the IED financier or the IED builder, will reduce the number of IEDs emplaced and increase survivability of coalition forces. Furthermore, by disrupting the enemy's chain of activities, coalition forces arc able to exploit vulnerabilities and enable offensive operations. This effort is accomplished through intelligence, surveillance, information operations, counter-bomber targeting, device technical and forensic exploitation, disposal of unexploded and captured ordnance, and persistent surveillance directed toward defeating the enemy's capabilities. HME is an increasing threat on today's battlefield. Enemy TTPs are researched and analyzed in order to develop friendly TTPs. Utilizing AtN TTPs, such as CoIST and/or COIC web based tools, units are able to get left-of-boom by identifying HME precursors, enabling operations to kill or capture network members providing the final step in the AtN targeting process. Therefore, the contractor shall integrate into training current AtN best practices and TTPs and shall replicate AOR conditions to enhance unit AtN effectiveness while deployed. The ability to have decisive victories in an asymmetric threat environment has caused a flattening of information and intelligence now available to small conventional units maneuvering on the battlefield. As a result, the Army has implemented a solution titled CoIST. CoIST increases the Commander's capabilities during high intensity operations by providing Intel focus at the squad team level. In response, the contractor shall provide recommendations for integrating CoIST training enablers into the unit Commander's C-IED training strategy. The contractor shall introduce additional training enablers that will include threat modeling of enemy insurgent networks using current and emerging technological assets. This shall include personality based targeting, web-based intelligence fusion tools (TiGRNET), and supporting equipment.

The contractor shall provide training curriculum and platform instruction and/or information briefs to CoISTs, consisting of reviews, case, and analysis of emerging friendly and enemy TTPs within the purview of AtN methods. The contractor shall analyze existing and emerging capabilities in order to integrate new AtN strategies into post-mobilization training. The contractor shall provide recommended pre-mobilization training strategies to **Close AtN, CoIST, and HME L/V/C/G Training Gaps (Section F, Deliverable 111)** and create **Scenarios and Exercises for AtN, CoIST, and HME L/V/C/G Trianing (Section F, Deliverable 112)** in order to increase overall unit readiness and combat effectiveness.

For example, the contractor may integrate CoIST TTPs in a virtual/gaming training environment during platoon VBS training prior to post-mobilization. Integrating these principles during pre-mobilization will enhance the unit's ability to identify HME precursors, enhancing the unit's ability to attack the IED network: this will better prepare the unit for collective level post-mobilization training. The contractor shall also assess CoISTs to determine that they are capable of integrating appropriate level intelligence and provide **Recommendations to Integrate Future AtN, CoIST, and HME Simulation Systems (Section F, Deliverable 113)** including COIC web based analysis tools and battlefield forensic inputs as they relate to the tactical level battle staff and targeting processes.

C.4.6.8 SUBTASK 8 – WARGAME, EXERCISE, AND M&S ANALYSIS

The contractor shall provide **Wargaming AAR Reports (Section F, Deliverable 114)** and **Assessment of Current Simulations Infrastructure Gaps Report (Section F, Deliverable 115)** for Culminating Training Events (CTEs) that seek to improve survivability and reduce the risk associated with vulnerabilities from IEDs and other asymmetric threats. FORSCOM Pre-deployment Training Guidance requires all units to participate in a CTE to demonstrate proficiency in collective tasks. It requires Battalion and higher commands to conduct battle staff training focused on military decision making process (MDMP) and command and control (C2) in a command post exercise (CPX) or field training exercise (FTX). It requires functional and multi-functional Brigades to conduct a Battle Command Training Program (BCTP) facilitated Warfighter exercise (WFX) embedded in a Corps/Division Mission Rehearsal Exercise or WFX as its CTE. Additionally, FORSCOM requires units to conduct a live fire exercise integrating conditions and situations the unit is expected to face in theater, such as IED contact, ambushes, sniper, urban conditions, and civilian casualties (CIVCAS). As such, the contractor shall develop the following research reports under this task: **Constructive Exercise Training Gaps Assessments and Recommendations (Section F, Deliverable 116)**; **Scenarios and Exercises to Close Asymmetric Warfare, C-I ED Wargaming, and Constructive Exercise Training Reports (Section F, Deliverable 117)**; **CONOPS for Creation of Specific Simulation Integration (Section F, Deliverable 118)**; and **Analysis of Simulation Management Report (Section F, Deliverable 119).** Training gap analysis of current insurgent TTPs researched through collection of intelligence and AARs from theater that shall be assessed and incorporated into both simulated and live wargames and exercises. Exercises may range from 15 Warfighters executing Virtual IED Awareness Training to 300 senior level staff executing post-mobilization CTEs in a complex simulation and/or Field Training Exercise (FTX) and Live Fire Exercise (LFX).

The contractor shall provide analysis and feasibility studies regarding the integration and interconnection of current simulation systems and **Recommendations to Integrate Future Simulation Systems (Section F, Deliverable 120)** and shall provide an **Interconnection Plan (Section F, Deliverable 121)**. The contractor shall provide these studies to develop plan of actions that will maximize available simulation capabilities into pre-mobilization and post-mobilization training. Analysis for this task shall focus on improving the survival rate for Warfighters through the increased addition of Asymmetric Warfare and C-I ED tactics during training exercises. The use of Asymmetric Warfare and C-IED tactics and techniques in training exercises and wargames may lead to a higher degree of Warfighter proficiency when facing these dangers on the battlefield. The contractor shall provide **Scenarios and Exercises for Virtual Asymmetric Warfare/C-IED Training (Section F, Deliverable 122)** for post-mobilization mission readiness exercises (MRE) and specialized C-IED enablers into post-mobilizaiton training and exercises.

For example, VBS is an Army POR that can be customized to meet unit C-IED training objectives up to platoon level. Utilizing VBS, companies can integrate AtN CoIST TTPs prior to conducting a more holistic CTE. At the battalion and above level, the Joint Training C-IED Operations Integration Center (JTCOIC) can create simulated injects for CPX, FTX, and WFX, simulating specific conditions and situations tailored to the unit's expected area of operation. Additionally, JTCOIC can provide opposing force (OPFOR) injects during continuous

operations for the unit's CTE and LFX fully immersing the unit with required pre-deployment training COIN best practices. Immersion training may include integrating cultural awareness, language training, biometrics integration, search, and bi-lateral negotiations into the exercise. The contractor shall provide analysis and recommendations throughout the exercise life-cycle to include script writing conferences and will create scenarios associated with the MSEL. The contractor shall assess the execution of the exercise and will provide an AAR at the culmination of the exercise. The contractor shall provide analysis reports to commands for establishing a post-exercise corrective plan of action for future pre-mobilization and post-mobilization units.

C.4.6.9 SUBTASK 9 – DEVELOP CONOPS TO INCORPORATE NEW C-IED CAPABILITIES INTO MTCs AND CTCs

The contractor shall conduct thorough research and analysis to provide reports on all new insurgent and coali1ion force TTPs and shall create and or improve training plans and collective training scenarios incorporating insurgent techniques into training. The contractor shall provide detailed analysis and shall provide recommended **CONOPS for Creation of Specific TTP Integration at MTCs and CTCs (Section F, Deliverable 123)** for numerous C-IED capabilities and other well-known equipment, such as the Spark Roller. The contractor shall provide **Assessment of Current Equipment and Infrastructure Gaps Reports for MTCs and CTCs (Section F, Deliverable 124)**, research potential new capabilities, create prioritized recommendations for acquisition of new training assets, and integrate assets into post-mobilization and CTC rotational training. The contractor shall provide analysis and feasibility studies regarding training and education requirements and recommend courses of action to create and/or improve training. The contractor shall provide pre-mobilization, post-mobilization, and CTC rotational analysis of unit training levels and shall provide AARs after each culminating training event/rotational exercise. The contractor shall develop home-station/pre-mobilization training strategies and shall provide recommendations that synchronize holistically with the post-mobilization and CTC rotational collective training plan. This shall include incorporating live, virtual, and constructive enablers, such as VBS, MCIT, COIC web-based tools, virtual route clearance trainer (VRCT), as well as other existing and future home-station training capabilities. The contractor shall provide concept of operations to include integrating enemy TTPs into post-mobilization and CTC rotational collective training. The contractor shall also provide technical analysis of current policy, plans, practices, processes, and procedures. The contractor shall provide **Recommendations to Integrate Future Equipment and Infrastructure Systems at MtCs and CTCs (Section F, Deliverable 125).** These analysis reports shall be used to identify deficiencies and validate solutions and/or requirements in order to improve equipment and infrastructure capabilities at the PMFG I, SMFGI, and CTCs. The contractor shall review, analyze, and provide recommended courses of action and revisions to plans and programs of Warfighter preparedness and force readiness. These analysis reports will lead to incorporating rapidly changing TTPs into effective training methodologies and equipping Warfighting units with the enhanced ability to detect and defeat the insurgency while increasing unit survivability and minimizing vulnerability.

C.4.7 TASK 7 – USASOC

C.4.7.1 SUBTASK 1 – STRATEGIC AND OPERATIONAL PLANNING AND ANALYSIS

The contractor shall prepare reports that contain the results of research and describe the survivability analysis performed on strategic and operational planning for SOF to achieve the desired global effects in Special Operations campaigns, operations and missions. The focus of the survivability analysis shall be on the evolution of SOF operations to be larger in scale and the transition to more collaborative operations with general purpose forces. The contractor shall research and analyze training, resources, force structure, concepts and strategic and operational capability requirements. The contractor shall conduct Planning Workshops to identify gaps in capabilities, force structure, training, resources and policy. The contractor shall provide input to Seminar Wargames to evaluate and improve survivability and concepts of operations, and capture analytical data in the execution of a Command Post Exercise (CPX) to examine the instructions in policies and directives. The contractor shall provide written **Strategic Estimates and Assessment Reports (Section F, Deliverable 126)** of its analysis of critical command functions (Mission Command, Sustainment, and Readiness), critical competencies (Unconventional Warfare, Direct Action, language capability, Military Information Support Operations (MISO), and Civil Affairs) and security assistance (Foreign Internal Defense and Security Force Assistance) to identify vulnerabilities. These reports shall identify gaps in training and resources and focus SOF on developing and resourcing its core competencies to provide a measured, well-informed and timely response to various threats, such as terrorism, proliferation of weapons of mass destruction (WMD); threats to critical infrastructure, Command and Control (C2), force protection and interests of allies and partner nations. The contractor shall assess the survivability impacts of changing national security objectives, and policy changes upon current strategic objectives, capabilities, and plans and shall develop recommendations regarding Joint Capability Integration Development System (JCIDS) under the framework of the Capability Based Planning (CBP) process. The contractor shall provide **Strategic and Operational Information Papers and Briefings (Section F, Deliverable 127)** for SOF participation in the development of strategic planning and policy documents, such as the Strategic Planning Guidance, Security Cooperation Guidance, and Quadrennial Defense Review.

The contractor shall prepare **Strategic and Operational Mission Analysis (Section F, Deliverable 128)** providing recommendations to USASOC in designing an operating model to implement IrW strategic plans that align, integrate and transform human capital and learning functions to incorporate survivability concepts and support the strategic objectives.

For example, the USASOC is the DoD lead and USSOCOM proponent for unconventional warfare (UW). The contractor provided the analysis and recommendations that led to the creation of the USSOCOM UW Directive and established defined roles and responsibilities. Under this PBSOW, the contractor would prepare analytical reports identifying all operational and supporting tasks along with the associated roles specific to the SOF Components and subordinate units in the execution of the USSOCOM UW Directive. The contractor would provide survivability analysis and recommendations regarding the development of service SOF UW Directives to promulgate policy and guidance to provide a uniform understanding of the requirements for manning, training, equipping to improve SOF survivability, as well as the roles and missions, in the execution of UW. The contractor would conduct an extensive review of official and unofficial documents and conduct Subject Matter Expert (SME) interviews to determine authorities, responsibilities, restrictions, lessons learned and other relevant data in a Research Phase, conduct a Stakeholder Planning Workshop, provide inputs to a Seminar Wargame, and capture survivability analytical data in the execution of a CPX to examine and

validate the instructions in the UW Directive. The contractor would prepare a report documenting the specific recommended roles and responsibilities of the Components with regard to the UW mission. The USASOC directive would provide policy, delineate primary and supporting USASOC Component roles and responsibilities, and identify component operational and supporting tasks. The comprehensive UW directive will provide the Components and TSOCs guidance on roles, responsibilities, employment considerations, and command and control. The contractor would design, develop, and provide recommendations for USSOCOM to execute a UW Directive Seminar Wargame to exercise Component, Service, and TSOC responsibilities articulated in the UW Directive; identify shortfalls, vulnerabilities, and redundancies in UW capabilities; and gather stakeholder feedback and input on the UW Directive for further refinement.

C.4.7.2 SUBTASK 2 – CONCEPT AND CAPABILITY DEVELOPMENT

The contractor shall prepare **Concept and Capability Reports (Section F, Deliverable 129)** that contain the results of research and describe the survivability and lethality analysis performed on concepts and capability development for USASOC to increase the operational effectiveness of SOF, including the North Atlantic Treaty Organization (NATO) and other international SOF, and DoD-wide IW capabilities to address emerging state-based and non-state threats to U.S. national security interests. The contractor shall conduct research and survivability analysis and provide a report of contemporary conditions challenging U.S. interests and favoring the indirect approach. This indirect approach has been successfully applied over the past decade in Colombia and the Philippines, where small numbers of army, navy, air force, and marine special operators have worked with indigenous counterparts to greatly diminish the threats in both countries as part of a multifaceted country assistance program. To be successful, this application of special operations requires both sustained commitment and coordinated effort, yet that is rarely achieved. The "indirect approach" has not been prioritized, and the orchestration of special operations capabilities in sustained efforts remains the most serious operational deficit. The contractor shall research and provide a report of local and regional conditions and potential partners to provide necessary data for USASOC to develop operational concepts, conduct survivability and lethality assessments (Unconventional Warfare, Advanced Special Operations), and ultimately, expand, re-engineer, and further develop SOF and IW capabilities (Foreign Internal Defense (FJD), MISO, and Counter Insurgency [COIN]). The contractor shall conduct red cell, or threat analysis, in order to provide USASOC with critical survivability data to develop SOF and IW operational concepts and conduct capability assessments of those concepts. The contractor shall also provide written **Operational Concept Documents (Section F, Deliverable 130)** of its research and survivability and lethality analysis to enhance USASOC participation in similar efforts sponsored by other DoD components and OGAs.

The contractor shall provide survivability, threat, and vulnerability analysis in the form of JCIDS assessments, including recommendations for the new Capabilities Based Assessments (CBA), DOTMLPF change recommendations (OCR), recommended initial capabilities documents (ICD), recommended analyses of alternatives (AoA), recommended capability development documents (COD), and recommended capability production documents (CPD). The contractor shall produce these recommendations as **JCIDS Analysis Documents (Section F, Deliverable 131)** based on the approved Joint and Army instruction for conducting JCIDS analysis: Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.0 l G, the Manual for the

Operation of the Joint Capabilities Integration and Development System, Army Regulation 719, TRADOC Regulation 71-20, and additional guidance provided by USASOC's higher headquarters. The contractor shall capture critical Required Capabilities (RC) drawn from conceptual war fighting documents; identify the tasks, conditions, and standards necessary for the execution of those RCs; make recommendations regarding the ability of the current joint force to accomplish the identified critical tasks to the necessary standard; and identify capability gaps and vulnerabilities against the changing character of conflict from violent extremist, criminal organizations, nation states and their proxies currently exploiting gaps in the current rule sets developed for yesterday's more predictable world. When USASOC has decided which capability gaps and vulnerabilities to address, the contractor shall identify and assess potential non-materiel solutions and materiel approaches and make recom1nendations to minimize threat exposure, reduce vulnerability, and close or mitigate capability gaps that pose an unacceptable risk to the survivability of the force. For each non-materiel solution identified, the contractor shall develop recommendations for a OCR to document the necessary DOTMLPF changes. For each materiel solution identified, the contractor shall conduct an AoA and develop recommendations for an ICD, CDD, or CPD.

For example, the contractor would provide technical survivability reports, documents and plans to SOF that clarify roles and missions and develop or realign Civil Affairs (CA) and CA related training and educational capabilities. The contractor would research known shortfalls in CA capabilities and lessons learned in past CA activities by conducting a literature review and analysis and holding a series of workshops with CA SMEs in order to gather and analyze data. These activities would allow for the development of doctrine and training courses relevant to future requirements based on technology and appropriate cultural analysis. The contractor would draft survivability concepts for review and refinement using the Joint Staff Concept development methodology. Research would include data mining the Joint Lessons Learned Information System (JLLIS) and reviewing unit level after action reports. Based on this survivability research and analysis, the contractor would recommend a statement of the military problem that the Concept is designed to mitigate vulnerabilities, and perform a gap analysis to identify specific shortfalls in Civil Affairs tactical, operational and strategic training, education and overall capabilities and potential solutions for reducing those shortfalls. The Concept Document would describe how and with what capabilities the future CA force would support the commander and influence foreign audiences. It would describe the future operating environment, CA challenges, and the capabilities required in order to conduct successful Civil Military activities. When the appropriate DoD authority approved the Concept document, the contractor would use the Joint Staff JCI DS methodology to develop recommendations for a Capabilities Document to define more clearly specific DOTMLPF-P approaches, activities, and actions required to assist joint forces in conducting Civil Military Operations (CMO) at all levels. The contractor would identify CA capabilities and operational performance criteria necessary for DoD to successfully support CMO. These desired capabilities would enhance the survivability of SOF to conduct CMO more effectively in support of U.S. strategic objectives.

C.4.7.3 SUBTASK 3 – EXPERIMENTATION, WARGAMING, AND EXERCISES

The contractor shall prepare **Experimentation/Wargame/Exercise Design and Preparation Documents (Section F, Deliverable 132)** and recommendations regarding the design and planning of SOF survivability, lethality, and operational effectiveness experimentation, war

games, exercises, and other analytic venues so that USASOC may conduct thorough, valid, and timely analysis of SOF forces and capabilities. The contractor shall conduct survivability and lethality analysis of data (e.g., Joint Operating Concepts, Operations Plans) on how the USASOC staff and its Components, subordinate commands, unified commands, the Services, combat support agencies, and non-Defense departments and agencies contribute to and support a UW campaign. The contractor shall research and provide analysis on how the experimentation, war gaming and exercises validate and evaluate sufficiency of the UW tasks and capabilities, as specified within USSOCOM Directive 525-89 (Unconventional Warfare), and identifies the vulnerabilities and shortfalls and redundancies in UW capabilities. The contractor shall provide **Experimentation/Wargame/Exercise Reports (Section F, Deliverable 133)** containing observations, findings, insights, and recommendations for mitigation of any identified vulnerabilities. The contractor shall provide research and survivability and lethality analysis to enhance USASOC participation in **Advanced Concepts and Technology Demonstration (ACTD) and Joint Concept Technology Demonstration (JCTD) (Section F, Deliverable 134)** programs. The contractor shall provide research and analysis to enhance USASOC participation in similar events sponsored by other DoD components and OGAs. For each event, the contractor shall develop recommendations for USASOC requirements and objectives; assess and recommend alternative experimentation approaches; recommend courses of action that incorporate best practices; and provide recommendations to the appropriate USASOC on analysis methodology and results.

Experimentation, wargaming, and exercises are a continual process which builds upon the results of previous experiments, wargames, and exercises. These results are then reassessed through experiments, wargames, and exercises to determine how the results are altered by the ever changing operational environment.

For example, the contractor would design an Unconventional Warfare Directive CPX to evaluate the survivability and lethality of SOF and enhance the ability of USASOC to develop a new USSOCOM UW Directive that would provide authoritative guidance on joint SOF conduct UW. USASOC would function as executive agent for the CPX, and an Anny Special Forces Group (Airborne) would host the event. CPX participants would include representatives from the USSOCOM Components, the Office of the Assistant Secretary of Defense for Special Operations/Low Intensity Conflict (ASD SO/LIC), and OGA. Participants from a variety of SOF headquarters and OGAs would be part of a White Cell that would simulate external organizations during the CPX. Selected USASOC staff officers and members of the U.S. Anny John F. Kennedy Special Warfare Center and School (SWCS) Battle Command Training Center (BCTC) would form the nucleus of the exercise control group (ECG) and function as a TSOC Forward headquarters, providing scenario injects and campaign direction as part of the CPX scenario. The contractor would design the CPX to analyze the survivability of the USSOCOM Components to provide capabilities to support a UW campaign, outlined in the draft USSOCOM U W Directive. The CPX would not be an external evaluation; rather, it would be a structured analytical event to examine Component core and/or survivability derivatives capabilities to support UW. The contractor would analyze SOF capabilities to conduct tasks in specific operational modes (overt, covert or clandestine) and operational environments (denied, politically sensitive or permissive) identified for each Component in the draft UW Directive. USASOC would use the outcomes of the CPX to assess USSOCOM UW capabilities and capacity, and to validate or refine the draft UW Directive.

C.4.7.4 SUBTASK 4 – DOCTRINE ANALYSIS

The contractor shall analyze the survivability, lethality, and operational effectiveness implications to SOF forces within joint and Service doctrine (e.g., Joint Pubs 3, 5, Army Doctrine Publication (ADP) 3-05, Anny Doctrine Reference Publication (ADRP) 3-05, and service operational employment doctrine). The recently published USSOCOM Directive 525-89 (Unconventional Warfare) has revised the roles and responsibilities of SOF components with respect to the roles and responsibilities of general purpose forces. Thus, the contractor shall prepare **Doctrine Analysis Reports (Section F, Deliverable 135)** and survivability and lethality analysis regarding the implementation of the emerging doctrine. The contractor shall provide reports, research, and **Doctrinal Publication Analysis (Section F, Deliverable136)** regarding the ability of SOF to develop and revise Unconventional Warfare doctrine. Based on an approved operational concept, the contractor shall conduct a literature review of current joint and Service doctrine, research the JLLIS, and review unit level after action reports to identify and recommend how SOF units can modify their current employment concepts, TTPs to improve survivability to overcome a military problem such as a new technology or methodology that renders current SOF doctrine obsolete or ineffective (e.g., biometrics, precision guided munitions, commercial space-based targeting systems, anti-access and area denial capabilities).

For example, recently published USSOCOM Directive 525-89 (Unconventional Warfare) directs increased collaboration between SOF and General Purpose Forces (GPF). The increased collaboration between SOF and GPF will increase the effective lethality of both forces and provide for greater survivability of both forces. The task organization of these two forces has raised significant issues related to the effectiveness of joint SOF/GPF operations. The contractor shall analyze significant issues related to Joint SOF/GPF operations to identify organizational effectiveness for survivability and lethality. Doctrine development shall include new collaborative techniques & procedures with friendly GPF (US and Coalition) reducing vulnerabilities, increasing survivability and lethality. One particular issue is the disparity between the logistical requirements of the GPF and those of SOF (e.g., SOF forces routinely operate outside of the reach of GPF's logistics chain). The contractor would analyze current logistic support to SOF and GPF when operating together identifying the systems vulnerabilities while recommending efficiencies leading to survivability. The contractor would evaluate ADP 3-0 (Unified Land Operations) and ADRP 3-0 to determine the survivability and lethality implications of the unique logistical needs of SOF and evaluate logistical requirements for the effective application of SOF capabilities.

C.4.7.5 SUBTASK 5 – TRAINING AND EDUCATION

The contractor shall prepare **Training and Education Requirement Analysis Reports (Section F, Deliverable 137)** that contain the results of research and describe the survivability and lethality gap analysis performed on current training and education curricula and the actual training and education needs of SOF units, based on the new guidance contained within USSOCOM Directive 525-89 (Unconventional Warfare) and the regionally aligned force concept (i.e., a particular unit is to be aligned to a specific region, such as Africa). The contractor shall research the JLLIS, review unit level after action reports, and conduct interviews and surveys with SOF leaders and trainers with recent operational experience to identify survivability improvement areas. The contractor shall use the results of this analysis to identify new areas of

emphasis and make recommendations for revising or developing new venues (e.g., regional SOF training centers), methods (e.g., distributed training and education at ho1ne station), and support packages for the actual conduct of the training or education. The contractor shall research current SOF individual and group training and education programs of instruction to analyze which tasks aligning to survivability and lethality requirements are currently taught and to what level. The contractor shall analyze performance requirements versus historical skill levels. The contractor shall deliver decision analysis, gap analysis, training readiness assessments, and recommendations for formalized training and educational curricula to increase the survivability, lethality, proficiency and combat readiness of SOF. The contractor shall perform analysis to reduce threat vulnerability by identifying and recommending SOF training requirements linked to Mission Essential Task Lists, job tasks, requirements and requisite knowledge, and skills and abilities. The contractor shall recommend enhancements across the spectrum of training requirements including the development of joint training events utilizing the joint event lifecycle methodology. The contractor shall provide training in the use of security tools, evaluation techniques, threat incident response, vulnerability identification, remediation, and training in the preparation for certification and accreditation in SOF mission technical areas such as sensitive site exploitation; Tagging, Tracking, and Locating (TTL); and technical forensics enhancing survivability of the warfighter in the training formats best suited to SOF. From this analysis, the contractor shall organize training and education tasks into modules (e.g., individual lesson, lecture, and team training events) and develop recommendations for Terminal Learning Objectives (TLO), Enabling Learning Objectives (ELO), and course content. The contractor shall develop training courses and educational programs that shall be offered to USASOC headquarters and subordinate units to enhance their ability to develop and implement new SOF and UW concepts and capabilities designed to enhance the survivability, lethality, and operational effectiveness of SOF and DoD UW capabilities worldwide. The contractor shall develop, recommend for implementation, and assess learning and human performance support strategies to enhance USASOC performance.

Based on USASOC decisions regarding its training and educational requirements, the contractor shall develop **Curriculum Outline Reports (Section F, Deliverable 138)** that specify the recommended instructional methods, including recommendations for the optimum form of evaluation, activities, pacing, and simulations level. A core requirement for the evaluation and development of these training and educational programs is to increase warfighter survivability, lethality, proficiency, combat readiness, and staff interactions with SOF operators based on new threats and new mission requirements. The contractor shall design and develop **Instructor Guides and Course Materials (Section F, Deliverable 139)** that describe the planned activities for each course of instruction. The contractor shall design and develop new **Training Guides and Course Materials (Section F, Deliverable 140)** supplemented with instructor reference materials. The contractor shall develop training aids that will serve as procedure guides with varying levels of detail and procedural guidance to shape or direct behavior. The contractor shall review and analyze current programs for gaps and shall produce recommendations for appropriate program solutions to meet identified SOF training and education requirements. The contractor shall recommend revisions to curriculum design and the way ahead for course development.

For example, the contractor would design and develop a two-week class on CMO support to Joint Task Force Headquarters, expeditionary Corps Headquarters and U.S. Embassies. This

class would focus on operational and strategic levels of support the commander and mission may require. The courses would include a range of subjects such as Cultural Awareness, Human Terrain, Humanitarian Assistance/Disaster Relief, working with International Organizations/Non-Governmental Organizations (IO/NGO's), and the employment of multiple resources based on mission requirements. The class would be targeted for 25 mid-grade Civil Affairs and MISO operators from USASOC and U.S. Army Reserve Command. The courses would accommodate both officer specific and Non-commissioned Officer (NCO) specific programs. The contractor would analyze lessons learned and best practices from recent combat and humanitarian assistances operations to develop TLOs and ELOs to familiarize students with the current CMO techniques. The contractor would design and develop the appropriate course materials, including instructor and student guides and job aids. The training course would enhance SOF survivability and mitigate SOF vulnerabilities by enabling SOF operators to employ the latest CMO techniques across the operational spectrum.

C.4.7.6 SUBTASK 6 – INTELLIGENCE TECHNICAL ANALYSIS

Adversaries to the U.S. have access to commercial technology. This technology is dynamic and exponentially expanding their capabilities to mitigate the lethality of the technological advantages of U.S. Armed Forces. The contractor shall provide written **Intelligence Capability Assessment Reports (Section F, Deliverable141)** of its lethality research and analysis of changes in SOF operational environments and the impact these changes are likely to have on the survivability, lethality, and combat operations of deployed SOF. The contractor shall provide recommendations to improve the ability of SOF to develop relevant and timely intelligence regarding the capabilities of the adversaries and provide a common operating and intelligence picture for global SOF campaigns to improve SOF survivability against and lethality to these new threats. The contractor shall provide research and survivability and lethality analysis of the conte1nporary conditions challenging U.S. interests and non-traditional, asymmetric threats to enhance USASOC's ability to assess its intelligence capabilities. In its reports, the contractor shall recommend intelligence objectives and requirements for future capabilities, including intelligence-operations integration for special operations and specific training on intelligence and counterterrorism analysis operations.

The contractor shall research and provide **Intelligence Framework and Architecture Assessment Reports (Section F, Deliverable 142)** of potential adversaries expanding their network of influence (e.g., finance, materiel, social, intelligence, and operatives), leveraging technology, and the increasing pace of globalization to influence potential recruits and sources of support. Research and threat based survivability analysis shall provide USASOC the data to assess its intelligence framework and architecture, provide SOF recommended intelligence requirements, provide recommendations for robust and relevant information sharing, and provide recommendations for mechanisms to coordinate intelligence sharing and operational coordination with the latest technology and tools.

The contractor shall provide written **Force Protection Technical Assessment Reports (Section F, Deliverable 143)** to USASOC and its subordinate commands and units to enhance their ability to develop, coordinate, and execute a comprehensive counterintelligence and HUMINT technical training program that includes instructor-facilitated instruction and self-paced Computer Based Training (CBT). The training requirements shall include pre-deployment, pre-

exercise activities, and developing specialized classes to train individuals and teams in the elements of HUMINT and force protection analysis to SOF. The contractor shall incorporate research and discoveries drawn from previous force protection operational activities, training exercises, and lessons learned to determine the best instructional design for the required intelligence training program.

The contractor shall research and provide written survivability analytical reports based upon Threat Assessments Reports, Intelligence Estimates, Human Terrain Mapping, and Incident Report Tracking to USASOC and its subordinate commands and units assessing the force protection posture and vulnerabilities of deployed SOF from the current threat (violent extremist, criminal organizations, and other non-state entities). In these **Cultural Intelligence and Human Terrain Assessment Reports (Section F, Deliverable 144)**, the contractor shall make recommendations regarding how USASOC can mitigate operational risks and enhance the force protection and survivability of deployed SOF without unacceptable restraints on their freedom of action.

The contractor shall conduct cultural and anthropological based threat analyses of the local populations in designated areas to enhance the ability of USASOC to understand the human factors affecting its operational activities, and to identify additional SOF cultural intelligence and human terrain requirements. The contractor shall prepare **All Source Intelligence Assessment Reports (Section F, Deliverable 145)**. Upon receiving Government approval, the contractor shall design analytical methods to meet the identified requirements, and develop and integrate methodologies and processes for USASOC to implement the methodologies, technologies, and training, required to increase SOF situational awareness, survivability, and operational effectiveness during combat operations.

The contractor shall conduct research of Threat Assessment Reports, Intelligence Estimates, Incident Report Tracking and Human Terrain Mapping and provide **Illegal Technology Transfer Reports (Section F, Deliverable 146)** on the illegal sale, transfer, or acquisition of sensitive technologies of interest to USASOC, including weapons of mass destruction (e.g., IEDs), foreign organizations or individuals engaged in terrorism, foreign-directed sabotage, and related security threats. The contractor's analysis shall gather empirical and measurable evidence and make recommendations for an analytical process tailored to the nature of the problem. The contractor shall provide recommendations to SOF on ways to counter these illegal technology transactions by identifying perpetrators, methods of operation, funding sources, facilitators and infrastructure.

The contractor shall provide written **Intelligence Preparation of the Environment (IPE) Analysis Reports (Section F, Deliverable 147)** and recommendations of IPE requirements, activities, and information for use by USASOC in developing an understanding of an operational environment and the operational capabilities and potential course of action of relevant actors operating in that environment.

The contractor shall conduct survivability analysis of SOF operations based upon a threat analysis conducted through the review of foreign media reactions to past or current SOF operations in the region. The reaction of foreign media outlets has a significant effect on the attitudes of the populous. Negative reactions by the foreign media can greatly increase the threat

to SOF forces by increasing the number of individuals with the goal of banning SOF forces. The contractor shall develop **Foreign Media Analysis Products and Assessment Reports (Section F, Deliverable 148)** on pre- and post-event foreign media analysis of USASOC initiatives and activities. Based on these reports, the contractor shall produce recommendations for primers for countries of interest to USASOC as it relates to SOF missions, exercises, and events with a focus on foreign media reactions, attitudes and expectations.

The contractor shall conduct research and develop written survivability **Threat Trade-Bases Money Identification Exploitation Analysis Reports (Section F, Deliverable 149)** for USASOC to establish a Threat Trade-Based Money Identification Exploitation analytical capability. This capability will include Anny Special Operations Forces (ARSOF) capabilities to identify, track, disrupt, and defeat international funding of terrorism.

The contractor shall conduct target system lethality analysis to evaluate the system's critical target elements using all source intelligence and geospatial technical information for USASOC to make targeting decisions to achieve desired effects. The contractor shall then produce recommendations for targeting packages for contingency planning and operational missions to enhance the ability of USASOC forces and capabilities to engage targets systematically, by both kinetic and non-kinetic means, throughout the spectrum of physical and virtual domains. Such activities shall include developing recommendations for draft intelligence products and targeting packages, recommending USASOC planning and targeting initiatives, training, and intelligence architecture and interoperability technical analysis. **Target System Analysis and Target Packages (Section F, Deliverable 150)** shall include recommendations regarding target description, location(s), functional characterization, significance, engagement expectation estimates, targeting graphics, and technical target details.

For example, the contractor would analyze and make recommendations for USASOC and its subordinate commands and units to exploit mission-critical Full Motion Video Processing, Exploitation and Dissemination (FMV-PED) intelligence in order to collect threat and/or target data. This intelligence analysis may lead to increased survivability by providing timely and relevant threat intelligence data and increase lethality by providing more accurate target location data. The contractor would: l) analyze data collected by sensor platforms and National Technical Means; 2) make recommendation to integrate data from intelligence collection, fusion, correlation and dissemination systems related to manned and unmanned air and surface collection platforms; 3) analyze all collected/fused data; and 4) provide the resulting intelligence products to SOF operational elements.

C.4.7.7 SUBTASK 7 – OUTREACH, AWARENESS, AND STRATEGIC COMMUNICATION

The contractor shall prepare reports that provide recommendations for outreach engagement to deliver improved strategic communication and awareness of operational requirements, based upon STI developed under this PBSOW, between SOF and its stakeholders to improve the survivability of SOF. The contractor shall perform analysis and alignment of outreach, awareness, and strategic communication efforts, including new technology announcements, survey reports, analysis reports, handbooks, data books, articles, and technical papers for publication to acade1nic institutions and technical conferences for internal and external

audiences providing information regarding SOF warfighter survivability requirements. The data that shall be included in these communications shall be generated from Tasks performed under this PBSOW. The contractor shall develop concepts and conduct a series of up to three SECRET-level table-top seminar exercises focused on a strategic and/or budgetary issue of interest to SOF. The contractor shall then develop and deliver articles for publication that describe SOF survivability requirements, concepts, capabilities, and activities relevant to the strategic and/or budgetary issue that is the subject of the exercise series.

Based on the analysis of stakeholder awareness, the contractor shall develop **Strategic Communication and Engagement Plans (Section F, Deliverable 151)** that identify communication themes and messages tailored for each stakeholder, and required products and distribution plans; and recommend outreach and engagement practices. The plans shall include recommendations to USASOC to shape outcomes, plan and track stakeholder engagements, and build situational awareness and understanding of new SOF concepts, capabilities and TTPs.

As part of the USASOC strategic communication and engagement effort, the contractor shall develop and deliver **Articles, Fact Sheets, Brochures, and other Outreach Products (Section F, Deliverable 152)** for publication and other outreach products for the awareness and understanding of USASOC requirements, concepts, capabilities, and activities.

As UW concepts evolve, USASOC has a requirement to inform and build consensus within the services and joint communities for additional resources required to bring the concepts to fruition. The contractor would develop a UW strategic communications and engagement plan that would enhance the ability of USASOC leaders to effectively communicate requirements and thus receive the necessary support resources.

C.4.8 TASK 8 – EUCOM

C.4.8.1 SUBTASK 1 – STRATEGIC PLANNING, CAPABILITIES ANALYSIS, AND MISSION ASSURANCE

The contractor shall assess current strategic planning efforts to verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the survivability and effectiveness of theater and regional operations. The **Critical Infrastructure Protection (CIP) – Mission Analysis Summary Report (Section F, Deliverable 153)** shall include the analysis of the integration of C2 and critical mission systems infrastructure (e.g., Global Information Grid (GIG), transportation/logistic, public works, and ISR).

The contractor shall conduct socio-economic/culture data gathering and shall assess specialized Global Peace Operations Initiative (GPOI) training. The contractor shall provide recommendations in **Strategic Capabilities Assessment Reports (Section F, Deliverable 154)** to improve the training to enhance warfighter survivability against current and future threats, like Al-shabaab, al-Qaida, IEDs, and ballistic missiles to meet critical mission set requirements. The contractor shall conduct gap analysis of strategies and plans for USAFRICOM, USEUCOM, and subordinate service component commands (U.S. Navy Europe (USNAVEUR), U.S. Navy Africa (USNAVAF), U.S. Air Force Europe (USAFE), U.S. Air Force Africa (USAFAF), U.S. Army Europe (USAREUR), U.S. Army Africa (USARAF), U.S. Marine Force Europe

(USMARFOREUR), U.S. Marine Force Africa (USMARFORAF), U.S. Special Operations Command Europe (USSOCEUR), U.S. Special Operations Command Africa (USSOCAF) core missions to identify and mitigate possible vulnerabilities. These missions include maintaining ready forces for global operations; securing global access theater-wide; enhancing support to NATO; and promoting regional stability. The contractor shall identify critical vulnerability gaps and assess how susceptible the missions are to a changing strategic environment, advancements in technologies (e.g., sensor and communication technologies aimed at enhancing missile defense, and emergence of new threats (e.g., Iranian and Syrian missiles). The contractor shall conduct threat analysis of critical mission sets and critical competencies (e.g., Ballistic Missile Defense (BMD) and security assistance/cooperation interactions with AOF countries) so that USAFRICOM, USEUCOM, and their service component commands have the necessary information to provide a measured, well-informed, and timely survivable and vulnerable responses to various threats. This shall include threats such as terrorism and proliferation of WMD, such as high-yield explosives and IEDs, as well as threats to infrastructure, C2, force protection, and interests of allies and partner nations (e.g., theater BMD, illicit trafficking, and global terrorism).

The contractor shall conduct evaluations of current coalition and joint forces military capabilities, such as Non-Combatant Evacuation (NEO) and Vehicle Equipment Management, Assessment, and Training Teams (VEMAT) to identify and recommend initiatives through cost-benefit tradeoff analysis. The contractor shall evaluate USAFRICOM and USEUCOM communications and planning technologies and techniques as they relate to the survivability of capabilities of the warfighter, service component commands, and other government and civil entities (e.g., African Partner Nations, and NATO). The contractor shall develop **Strategic Policy Integration/Operational Research and Analysis Reports (Section F, Deliverable 155**) containing its operational research and analysis of time-sensitive operational requirements, as well as draft and finalize electronic reports of its research and analysis of OSD strategic policy and other COCOM implementation documents.

The contractor shall conduct survivability assessments on the impact of the changes implemented to national security objectives and policy upon current strategic objectives, capabilities, and plans. The contractor shall develop recommendations regarding JCIDS under the framework of CBP process. The contractor shall assess and verify that the capabilities and directives plans remain highly adaptable and are compliant with national objectives.

For example, the contractor would conduct analysis and assessments of the Command, Control, Battle Management, and Communications (C2BMC) with supporting systems, like the Ramstein Tele-Port. Through the Ramstein Tele-Port, the Air Operations Center (AOC) receives and analyzes critical sensor information on regional threat activity and also transmits engagement instructions to critical offensive weapons. The contractor would examine the single points of failure and identify the associated critical vulnerabilities. The contractor would then develop recommendations regarding alternative communications paths and sources for alternative BMD mission survivability **(Section F, Deliverable 153)**.

C.4.8.2 SUBTASK 2 – SECURITY ASSISTANCE PROGRAM (SAP) ANALYSIS

The contractor shall conduct research of SAP and shall conduct survivability assessments of the effectiveness of theater security assistance goals and objectives for USAFRICOM, USEUCOM, and the service component commands. The SAP is in place to strengthen bilateral security relationships, enhance partner capacity and self-sufficiency, promote effective civil-military relations, and to provide recommended training of Foreign Military Sales equipment through the GPOI. The contractor shall conduct **Strategic/Anti-Terrorism (AT)/Force Protection (FP) Assessments (Section F, Deliverable 156)** of critical SAP vulnerabilities, such as USAFRICOM and USEUCOM's abilities to defend and secure borders, deter terrorists' infiltration of population centers, and enhance self-sufficiency of existing and future critical infrastructure (e.g., communication networks, weapon system architectures, C2 structures) equipment, supplies, and training essential to force protection and counter-terrorism plans.

The contractor shall conduct research of current U.S. policy and guidance and shall develop analytical recommendations for CONOPS and TTPs for current and emerging security issues regarding the vulnerability and lethality of threats, including IEDs and WMDs, such as high-yield explosives. The contractor shall assess U.S. and allied survivability and vulnerability of capabilities and systems to detect, identify, and mitigate threats, such as the CVRJ. The contractor shall conduct vulnerability assessments, AT and FP Assessments, critical infrastructure protection assessments, and risk assessments. The contractor shall develop **AT/FP Plans (Section F, Deliverable 157**) that define the recommended CONOPS for current and emerging security issues. In addition, the results of the assessments shall provide qualitative evaluations of force protection action results and related metrics **FP Risk Assessment Methodology (Section F, Deliverable 158**).

For example, the contractor would conduct a survivability, vulnerability and lethally gap analysis of existing foreign military sales and would identify the need for additional required capabilities. This gap analysis would include communications and C2 capabilities (i.e., the identification of the need for a certain type of communication device or a type of vehicle would lead to the development of a report recommending the mitigation of the identified gap(s)). The contractor's reports regarding the GPOI program would enhance international capacity to effectively facilitate the preparation, logistical support, and deployment of military units and to conduct United Nations (UN) and regional peace support operations (PSO) by building the survivability of partner country capabilities to train and sustain peacekeeping proficiencies by increasing the number of capable military troops and formed police units (FPU) available for deployment (**Section F, Deliverable 157)**.

C.4.8.3 SUBTASK 3 – NON-KINETIC EFFECTS REQUIREMENTS AND ANALYSIS

The contractor shall conduct lethality and vulnerability analysis of existing threats (IEDs, EW threats) and develop survivability reports on USAFRICOM and USEUCOM's non-kinetic effects and supporting functions such as EW, MISO, Military Deception (MILDEC), Combat Camera (COMCAM), as well as Navigation Warfare (NAVWAR), and Strategic Communication (SC). Based on the analysis, the contractor shall develop survivability recommendations and **Non-Kinetic Effects References and SOPs (Section F, Deliverable 159)** to enhance USAFRICOM's and USEUCOM's ability to respond to the growing array of threats from violent extremist organizations, non-state actors, and/or terrorists operating across their

AOR. The contractor shall also conduct survivability analysis for threats against non-kinetic capabilities, such as Global Positioning System (GPS) jamming.

The contractor shall conduct a capability analysis of transformational plans to propose methods to deter attacks against freedom of maneuver within the AOR. The contractor shall provide **Non-Kinetic Effects Plans (Section F, Deliverable 160)** (e.g., COMCAM, GPS jamming) to evaluate their vulnerability to current threats against current and future plans, requirements identification and definitions, force management, Unified Command Plan (UCP) responsibilities, Theater Security Cooperation, integration, protection measures, and current operations to synchronize non-kinetic effects capabilities and shall develop recommendations for Concept Of Operation Plans (CONPLAN) and Operation Plans (OPLAN). The contractor shall construct recommendations, for theater plans that are synchronized with State department guidance to advocate for capability enhancements. The contractor shall provide research, assessments, and strategy development to evaluate vulnerabilities across the information mission set, like CREW systems.

The contractor shall develop recommendations for TTPs for the synchronization of non-kinetic effects and supporting functions with kinetic activities and provide input for survivability assessments, and evaluations of the preparedness of the Command to carry out assigned missions by employing non-kinetic effects based on existing threats or other future threats and requirements. For the purpose of this task, the Command's mission set includes international military engagements and interagency partnering to enhance transatlantic security, and defense of the U.S. forward by strengthening the defense capabilities of internal states/countries, regional organizations, and international peacekeeping. The contractor shall produce a **Non-Kinetic Effects Assessment Report (Section F, Deliverable 161)** that assesses and provides results of theater Non-Kinetic Effects plans and capabilities and summarizes intelligence critical objectives and requirements for future capabilities.

The contractor shall conduct research of current policies, procedures, and organizational structures associated with non-kinetic effects to develop recommendations regarding ways to revise them to improve the survivability of US forces by better support the integration of non-kinetic effects in to the commands' mission set. The contractor shall provide analysis of non-kinetic effects exercise planning regarding decision-making systems, Military Command, Control, Communications, Computers, (C4) and Intelligence (C4I) systems and infrastructure, and other information and space-based target sets (Communication and Radar systems, GPS, and detection of IEDs). The contractor shall produce **Non-Kinetic Effects Exercise Plans and Results (Section F, Deliverable 162)** that provide analysis and assessment of the integration of Non-Kinetic Effects with Joint, Training, Readiness, and Exercise objective issues.

For example, the contractor would conduct focus groups, surveys, and interviews of stakeholders of select African countries to identify the general populous' perceptions and attitudes on topics ranging from leadership, security and the economy, to infrastructure, development, and preferred modes of communication. The contractor would use this gathered data to develop commonalities and trends, identify survivability and vulnerability focus areas for both U.S. and partnered nations' militaries, such as providing IED training for the Polish military and other NATO nations deploying to Afghanistan. Identified country trends would then be used to develop a baseline of data that would inform the development of programs that sustain strong regional

governance, foster economic growth, increase access to quality health care and education, and prevent/resolve conflict, as well as increase cooperation militarily, which would reduce the exposure (i.e., susceptibility) of U.S. forces.

C.4.8.4 SUBTASK 4 – INTEGRATED AIR AND MISSILE DEFENSE (IAMD) REQUIREMENTS ANALYSIS

The contractor shall conduct survivability and vulnerability research of current Missile Defense (MD) systems and their capabilities to mitigate evolving MD threats (e.g., alternative weapon system combinations to address various regional missile threats) for USEUCOM and key stakeholders supporting IAMD missions and programs. The contractor shall conduct survivability analysis to enhance USEUCOM's ability to mature its MD mission, integrate with allies, and evolve to meet an expanding threat. The contractor shall conduct a structured systems analysis of MD process vulnerabilities, such as ballistic missile regional area defense and prolific threat missile inventories that impact future capabilities development and improvements across the USEUCOM AOR. The contractor shall develop **IAMD Contingency Operations/Passive Defense Strategic Concepts (Section F, Deliverable 163)** for contingency operations and strategic concepts for current and future IAMD technical analysis and product development that describes future-focuses air defense and MD concepts for the European theater, to include concepts for Command and Control, system employment, and other Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities (DOTMLPF) warfighter requirements for interim and final product delivery.

The contractor shall provide vulnerability gap analysis of capabilities that enhance the organization of theater MD capacity consistent with European Phased Adaptive Approach (EPAA) refinements to the USEUCOM MD mission. Capabilities shall include future sensor programs including Airborne Infrared (ABIR), next generation interceptor capabilities, and expanded C2 capabilities. The contractor shall conduct analysis of key gaps in strategic MD elements and processes that include threat assessments and emerging concepts, C2, passive MD, capability realignment, training, transformation roadmaps, and technology improvement programs. This analysis is essential to confirm that USEUCOM MD Plans and Programs are consistent with national policy guidance and are integrated with key MD agencies, the international community, and partner stakeholders. In order to identify the key gaps in strategic MD elements, the contractor shall conduct analysis of current MD plans and processes and develop recommendations to enhance the development of USEUCOM inputs to the Joint Requirements Oversight Committee (JROC) for Joint Warfighting Capability Assessments (JWCA), Planning, Programming, the command's Integrated Priority List (IPL), various IAMD Capstone Requirements Documents (CRD), Mission Needs Statements (MNS), and USEUCOM's input to the U.S. Strategic Command (USSTRATCOM) Prioritized Capability List (PCL). The contractor shall provide a recommended **IAMD Theater Strategy (Section F, Deliverable 164)** for the employment of air and MD systems in an integrated approach for current and near-term mission requirements.

The contractor shall conduct survivability analysis for a baseline understanding of MD systems in each of the four phases of EPAA. The contractor shall identify critical IAMD vulnerabilities and capability gaps in phases one and two through senior leader forums, independent qualitative assessments, and quantitative systems and modeling assessments. Future areas of research and

analysis will be designed to address identified vulnerabilities and survivability in future EPAA phases. Studies will be designed to examine the changing defense architecture and to and test mitigating strategies address the evolving threat. The contractor shall recommend **IAMD Validation Exercise Strategies (Section F, Deliverable 165)** for analyzing the Strategic Concept between air defense and MD elements that are planned for employment in the European Theater via experiments, wargames, exercises, or seminars.

For example, the contractor would analyze various configurations of limited sensor and weapon systems to develop recommendations regarding the configuration that would provide defensive coverage and meet U.S. priorities and political commitments to allies in the European Theater. The contractor would evaluate USEUCOM MD strategy and missions to verify their inclusion in their three principal operational plans. This evaluation of USEUCOM MD strategy and missions would be essential to enhance appropriate sourcing of globally limited MD system capabilities and resources. The contractor would conduct analysis of enemy missile capabilities in 2018 and their impact on U.S. MD deployment plans for Europe. This would then be used to assess the effectiveness of current capabilities and processes of the proposed MD plans and defense designs and their ability to counter current and future threats.

C.4.8.5 SUBTASK 5 – ANALYSIS OF SURVIVABILITY FACTORS FOR FORWARD DEPLOYED ENGAGEMENT AND LOGISTICS RESOURCING

The contractor shall develop **Resourcing Strategic Capabilities Assessment Reports (Section F, Deliverable 166)** that contain the results of research and describe the analysis performed on regional combatant command logistics survivability requirements. The requirement for an agile and mobile combat force necessitates a transformation in military resourcing. Throughout the course of research and analysis, the contractor shall perform CBA focused on existing guidance, current structure, performance, and recommended solutions to assess logistics resourcing tasks, conditions, standards and investigate gaps related to the CONOPS supporting the survivability of the Joint Deployment and Distribution Enterprise (JDDE). The contractor shall assess regional resourcing capabilities, anticipated capability nodes and locations, and points of integration with partners, host nations and NGOs, and their impact on contingency operations, such as Operation New Dawn, Enduring Freedom and Horn of African.

This analysis will be essential in the development of a regional engagement strategy for partner nation MD site selection under the Phased Adaptive Approach (PAA) schema, as well identifying key vulnerabilities to future deployment, engagement and exercise plans. The contractor shall assess the survivability of the current and proposed capabilities of key caucus nations (e.g., Republic of Georgia and Azerbaijani infantry battalions), to provide data so that USEUCOM may determine critical partnership engagement plans, better leverage partner-nation resources, build capacity, while stabilizing and enhancing their ability to operate across the spectrum of exercises and operations, such as Austere Challenge, BMD, Georgia Deployment Program, Jackal Stone, Combined Endeavor, Logistics Exercise (LOGEX) and Capable Logistician.

The contractor shall prepare **Resourcing Plans Documents (Section F, Deliverable 167)** containing research and analysis in order to provide data for the design, development, and integration of strategic and theater capabilities, deployment execution and distribution

operations; research, analyze, and develop recommendations for CONOPS and **Resourcing TTP Documents (Section F, Deliverable 168**) to address logistics survivability issues. Such survivability issues to be evaluated shall include, the ability to provide a consistent logistics supply chain that is able to remain reliable in austere environments (e.g., forward basing of missiles, interceptor inventory, parts with high failure rates), provide classes of supplies for mobilization and sustainment for personnel/forces, as well as maintaining the readiness of critical arms and weapons systems.

The contractor shall develop and provide structured analysis methodologies for the assignment of strategic and theater resources to maximize distribution, force movement, and sustainment versus current and emerging threats. The contractor shall conduct research, analysis, and planning for the development and operations of respective Deployment and Distribution Operations Centers (DDOC) for force deployment, infrastructure enhancement, redeployment, and distribution priorities. The contractor shall conduct planning analysis of critical medical resupply to enhance the reliability of access to critical theater medical resources during crisis and contingency operations. The contractor shall develop recommendations for revisions to existing plans to include methodologies that enhance a reliable supply of critical medical supplies in theater **(Section F, Deliverable 167)**.

For example, the contractor would research critical supply and critical spare (e.g., replacement parts, generators) requirements for the planned Aegis Ashore weapon system to be fielded in Romania as part of USEUCOM's expanding MD architecture. The contractor would develop recommendations for requirements that may be used by USEUCOM to develop guidance and processes for the long-term support of the forward deployed weapon system and create a baseline for other planned MD capabilities in Europe **(Section F, Deliverable 166)**.

C.4.8.6 SUBTASK 6 – INTELLIGENCE REQUIREMENTS AND ANALYSIS

The contractor shall prepare **Intelligence Capabilities and Assessment Report (Section F, Deliverable 169)** that contain the results of research and describe the analysis performed on intelligence requirements and analysis of vulnerabilities of U.S. forces deployed in the USAFRICOM, USEUCOM, and adjacent AORs for focused intelligence and the survivability of U.S. and Allied forces while conducting operations. The contractor shall provide analysis that reduces theater and adjacent commands' vulnerability to threats to maneuver capabilities and weapon system technologies. This effort includes WMD threats (e.g., high yield explosives), foreign organizations or individuals engaged in terrorism, foreign-directed sabotage, purposeful Electromagnetic Interference (EMI), IEDs, and related security threats.

The contractor shall conduct intelligence analysis across the full spectrum of disciplines for intelligence requirements, such as the threat of the day, (e.g., mobile launchers for short range missile threats). The contractor shall conduct analysis of the command's intelligence plans and architecture supporting theater and adjacent operations to include the following areas: mission, technology, concept and process development, social-cultural and development, strategic plans, transformation architecture, and coalition sharing. Based upon its analysis, the contractor shall prepare **Intelligence Architecture and Collection Analysis Reports (Section F, Deliverable 170)**.

The contractor shall conduct threat analysis to identify additional intelligence requirements needed to keep pace with the evolving threat. The contractor shall conduct analysis of current crises or political environments to identify new intelligence requirements to enhance mission needs. This analysis of crises and environments shall include developing recommendations for intelligence requirements, developing intelligence products (threat trends and reports), intelligence articles (threat updates), information and position papers, performing vulnerability and survivability assessments of U.S. capabilities, technologies, and transformational initiatives against emerging threats from hostile militaries, state and non-state actors. Based upon its analysis, the contractor shall prepare **Technical Environment Analysis Reports (Section F, Deliverable 171)**.

For example, the contractor would analyze Russian intelligence capabilities and would identify how they would impact theater security programs. Analysis would be the basis for developing recommendations for counter measures for potential espionage and economic threats that represent a risk to USAFRICOM and USEUCOM personnel and operations. The contractor would develop recommendations for mitigation actions and training efforts to reduce the risk to USAFRICOM and USEUCOM missions brought about by the identified vulnerabilities **(Section F, Deliverable 171)**.

C.4.8.7 SUBTASK 7 – M&S, EXPERIMENTATION, WARGAMING DEMONSTRATION, EXERCISE PLANS AND REQUIREMENTS, CAPABILITIES ANALYSIS, AND EDUCATION, TRAINING, AND AWARENESS (ETA)

The contractor shall develop reports that contain the results of research and describe the analysis performed on M&S (e.g., Live Virtual Construction (LVC), Integrated Simulation (ISIM), Joint Broadcast Analysis Capability [JBAT]), wargaming, exercise plans and requirements, capabilities, and ETA for operations and events with objectives designed to identify gaps that directly affect the warfighters' survivability. Operations and exercise, like Austere Challenge and Judicious Response series, provide COCOMs with critical insight to key survivability/vulnerability variables, and offer a reality crosscheck for theoretical constructs. The contractor shall research lessons learned from prior exercises and current operational procedures to develop recommendations on the design, development, and execution of experimentation, wargames, demonstrations, and exercises. The contractor shall produce **Exercise/Wargame Design Analysis and Deployment Tables (Section F, Deliverable 172)** for each exercise/wargame.

For example, the contractor would assess the potential impact of enemy GPS jamming to USAFRICOM and USEUCOM Navigation (Blue Force Tracker) and Communications systems (e.g., Single Channel Ground and Airborne Radio System (SINCGARS) and CVRJ), and precision guided weapons (Joint Direct Attack Munitions [JDAM]) and would assess the vulnerabilities of these systems and provide recommendations to mitigate the effects. The contractor would analyze and assess possible regional destabilization scenarios such as state-to-state competition over resources in the Arctic; Russian aggression against Crimea or territories of Georgia. This analysis would be used to identify shortcomings or gaps in USEUCOM partnership building and response capabilities such as joint military exercises and non-combatant evacuation capabilities to better support U.S. interests affected by such contingencies. The contractor shall produce a report that describes **Exercise Plans and Results (Section F,**

Deliverable 173) including CONOPS, CONPLANs, OPLANs, and related briefings and final results with recommended actions.

The contractor shall assess existing mission training programs for counter intelligence/counter terrorist (CI/CT) and HUMINT training requirements and objectives and assess the latest information regarding intelligence collection capabilities of current and potential adversaries. The contractor shall develop recommendations for USAFRICOM, USEUCOM, and its subordinate commands regarding the development, coordination, and execution of a comprehensive CI/CT and HUMINT technical training program that shall include instructor facilitated instruction and self-paced CBT. The contractor shall provide analysis to enhance and integrate intelligence collection efforts with Federal Agencies, Foreign Intelligence Service operations and other threat organizations. These efforts will enhance the identification of new threats and the confirmation and monitoring of existing threats (al-Qaida), and sponsors of threats (Iran) to allow for proactive survivability measures to be taken to enhance force protection **(Section F, Deliverable 172)**.

The contractor shall examine each command's current programs for training and exercise and evolving mission (e.g., BMD and security assistance/cooperation interactions with AOF countries) requirements and shall make recommendations on needed updates on programs to meet those mission needs. These recommendations shall enhance Joint Training Readiness Exercise (JTRE) programs by providing enhanced critical training to staff and leadership and to heighten awareness of key functional capabilities and critical theater interactions, such as MD, theater security assistance and intelligence operations programs. The contractor shall develop and incorporate concept requirements and objectives, assess and recommend alternative experimentation approaches, recommend courses of action that incorporate best survivability practices, contribute to the development of future capabilities and improvement actions to meet requirements of theater and adjacent commands **(Section F, Deliverable 172)**.

The contractor shall conduct mission gap analysis of ACTD and JCTD programs and shall identify opportunities for using advanced ACTDs and JCTDs to address key technology capability shortfalls. The analysis and findings of these programs shall result in the development of **ACTD/JCTD Status Reports (Section F, Deliverable 174)** regarding tools for developing technology solutions, identification of warfighting shortfalls, and transitioning solutions to enduring, sustainable capabilities.

The contractor shall conduct analysis and develop recommendations on current command mission execution and how it applies to the Universal Joint Task List, command training goals and objectives. The contractor shall identify and assess the increase in functional capabilities to the military end user to be provided by the underlying capability and/or technology **(Section F, Deliverable 172)**.

For example, the contractor would research and write a set of fact sheets about the terrorist threats in each of the 53 countries within the USAFRICOM AOR (e.g., Al-shabaab). This data would be published on USAFRICOM's website to promote awareness regarding lethality's and vulnerabilities on the continent that the command's mission helps to address and resolve. Additionally, the contractor would conduct socio-cultural training during exercises to educate the

warfighter on relevant local customs within specific countries they will be operating in to better achieve critical mission objectives **(Section F, Deliverable 173)**.

C.4.8.8 SUBTASK 8 – COMMAND AND CONTROL (C2) PLANNING, PROTECTION, AND VULNERABILITY MITIGATION

The contractor shall conduct research and analysis on integrating and expanding C2 capabilities within the USEUCOM Joint Operation Center (JOC) and developing system vulnerability mitigation against threats such as jammers, deceivers, and EMI, and contingency operations plans, to enhance survivability of critical C4 mission systems (i.e., C2BMC and Global Command and Control System [GCCS]). Based upon its analysis, the contractor shall develop **Operations and C4 Weapon System Vulnerability Mitigation Plan (Section F, Deliverable 175).**

The contractor shall conduct link analysis of USEUCOM's concepts of forward deployed sensors and shooters (both U.S. and Allies) and shall develop recommendations for alternate paths to enhance availability of these critical linkages. The contractor shall conduct vulnerability assessments on current C4 mission architectures and develop recommendations regarding new and evolving capabilities and allied integration. The contractor shall develop reports for USAFRICOM and USEUCOM focused on the links between sensors and the fire control systems. In these **Plans/Operations, Analysis, and Assessment Reports (Section F, Deliverable 176**), the contractor shall identify inter-relationships between critical C2/Sensor/Shooter systems and their support systems (commercial and backup power, commercial and military telecommunication nodes, overhead systems and supporting earth-stations).

The contractor shall develop recommendations for mitigation strategies and procedures against threats including jamming, sabotage, and data manipulation (i.e., altering transmit/receive frequencies so that the system is deceived regarding the signals it is transmitting/receiving). The contractor shall conduct analysis of critical mission systems BMD, Communications, and GPS) to enhance mission assurance and increase mission survivability by identifying what links are critical and what bypass procedures can be utilized in a degraded mode (as described in the Mitigation Plan) **(Section F, Deliverable 175)**.

The contractor shall produce a Weapon System **Architecture Capability Analysis Report (Section F, Deliverable 177)** that summarizes the effectiveness of communications, information collection, and processing; dissemination and safe-guarding activities (such as current Information Vulnerability Alert system procedures; and degraded mode operation due to EMI and/or Electronic Attack [EA]) associated with USEUCOM C2, net-centric, Space and other related Defense programs of the USEUCOM mission set. This report shall develop a concept and recommend an implementation plan for continued monitoring and assessment of these critical elements.

For example, the contractor would conduct threat lethality analysis of direct action or sabotage from al-Qaida/Al-shabaab, which may come from insiders or external to the C2 and/or C2BMC under its MD mission construct. Any disruption of its various nodes, if persistent, would dramatically affect ISR data collection on the missile threat, as well as missile engagement

communication and coordination. More specifically, disruption in the TPY-2 sensing radar under the BMD architecture represents a greater reliance on less capable SPY-1 radar aboard the Aegis Combat System (ACS) platform; decreasing the C2 decision cycle. The contractor would develop recommendations to mitigate risks to mission execution **(Section F, Deliverable 176**).

The contractor shall conduct research and analysis for recommendations regarding a functional area assessment (FAA), functional needs assessment (FNA), or functional solutions assessment (FSA) and provide an **Operations and CBA Report (Section F, Deliverable 178)** and associated briefings of the results of the FAA, FNA, or FSA with supporting documentation in a format suitable for staff by the appropriate joint entity. SURVIAC assessments shall include recommendations to establish the methodology and processes for the effectiveness of USEUCOM JOC operations and their ability to support USEUCOM enterprise and mission requirements.

C.4.9 TASK 9 – AFRICOM

C.4.9.1 SUBTASK 1 – STRATEGIC PLANNING, CAPABILITIES ANALYSIS, AND MISSION ASSURANCE

Under this TO, the contractor will focus on Counter-Terrorism Strategic Planning: providing recommendations for developing program goals, objectives, plans and milestones, to include Program Management Plans, Concept of Operations (CONOPS), and Courses of Action development. Additionally, the contractor shall assess the survivability and lethality implications of current strategic planning efforts for countries such as Egypt, Libya, Mali, Somalia and Sudan; to verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the survivability and effectiveness of theater and regional operations. This assessment shall include the analysis of the integration of C2 and critical mission systems infrastructure (e.g., GIG, transportation, logistic, public works, and ISR). The contractor shall produce a **CIP – Mission Analysis Summary Report (Section F, Deliverable 179**) that summarizes CIP outages and degradations and operational impact on execution.

The contractor shall conduct socio-economic/culture data gathering under the GPOI to provide data to support, make recommendations and provide resource analysis to Partner Country Peacekeeping and Pre-deployment Training Center (i.e., Partner Country Engineers completed construction of 3 Forward Operating Bases with berms, entry control points, a permanent checkpoint, and site preparation for security and expansion for their live fire facilities/ranges; enhancing survivability and reducing vulnerability) and provide specialized GPOI training for both African and European nations, such as Ethiopia, Ghana, Rwanda, Senegal, Serbia, and Slovenia, and Ukraine. The contractor shall develop recommendations to improve counterterrorism training to enhance warfighter survivability against current and future threats, like Al-shabaab, and al-Qaida to meet critical mission set requirements. The contractor shall conduct gap analysis of strategies and plans for USAFRICOM, USEUCOM, and Service Component Commands core missions to identify and mitigate possible vulnerabilities in specific countries like Egypt and Libya, as well as other African nations. These missions include maintaining ready forces for global operations; securing global access theater-wide; enhancing support to NATO; and promoting regional stability. The contractor shall conduct threat analysis

of critical mission sets and critical competencies (e.g., security assistance/cooperation interactions with AOR countries, such as Mali and Kenya) so that USAFRICOM, USEUCOM, and their Service Component Commands have the necessary information to provide a measured, well-informed, and timely survivable and lethal responses to various threats. This threat analysis of critical mission sets and critical competencies shall include threats such as terrorism and proliferation of WMD, such as high-yield explosives and IEDs, as well as threats to infrastructure, C2, force protection, and interests of allies and partner nations (e.g., illicit trafficking, and global terrorism). The contractor shall prepare **Strategic Capabilities Assessment Reports (Section F, Deliverable 180**) that contain the results of research and describe the analysis performed on strategic planning efforts to verify appropriate concepts, capabilities, technologies, and non-materiel solutions are identified, and planned to enhance the survivability and effectiveness of theater and regional operations.

The contractor shall conduct evaluations of current coalition and joint forces military capabilities; such as NEO and VEMAT to identify and recommend initiatives through cost-benefit tradeoff analysis in countries, such as Israel, Kenya, Côte D'Ivoire, and Sierra Leone. The contractor shall conduct survivability assessments on the impact of the changes implemented to national security objectives and policy upon current strategic objectives, capabilities, and plans. The contractor shall develop recommendations regarding JCIDS under the framework of CBP process. The contractor shall assess and verify that the capabilities and directives plans remain highly adaptable and are compliant with national objectives. The contractor shall provide **Strategic Policy Integration/Operational Research and Analysis Reports (Section F, Deliverable 181**) containing operational research and analysis of time-sensitive operational requirements, as well as draft and finalize electronic reports of its research and analysis of OSD strategic policy and other COCOM implementation documents.

For example, the contractor would conduct an analysis of the military capability of joint forces to conduct Non-Combatant Evacuation for Humanitarian Assistance/Disaster Response in Kenya. The contractor would also conduct assessment trips to the following countries: Uganda, Tanzania, Ethiopia, and Rwanda. This East African focused effort and products will include developing recommendations regarding JCIDS under the framework of CBP process. The contractor shall conduct survivability assessments on the impact of the changes implemented to national security objectives and policy upon current strategic objectives, capabilities, and plans.

C.4.9.2 SUBTASK 2 – SAP ANALYSIS

Under this TO, the contractor shall develop recommendations regarding end-states and benchmarks for newest partner countries, in partnership with host nation, U.S., and international contributors, to build requisite capacity and capabilities (training area infrastructure, equipment and training courses), as well as expand the GPOI program by prioritizing and adding new capable partner countries; assess potential new partner capacity to train for and contribute to peace operations and provide detailed analysis to the Command for attending and contributing to national and international security cooperation forums (i.e., meetings of partner nations to discuss operational capabilities, gaps, and strategies to close the identified operational capability gaps) in Partner Countries, such as Ethiopia, Ghana, Rwanda, Senegal, Serbia, and Slovenia, and Ukraine. The contractor shall provide draft **Strategic/AT/FP Assessments (Section F,**

Deliverable 182) and doctrine documents that describe transformational concepts to combat asymmetrical threats and support campaign planning.

The contractor shall conduct research of SAP with 29 GPOI partner countries and several regional organizations across Africa and Europe, ranging in capabilities and complexity from organizations like the African Union (AU), Economic Community of West African States (ECOWAS), and Peacekeeping Training Center in Bosnia and Herzegovina, to countries providing significant training and deployments to peacekeeping operations like Ethiopia, Rwanda, Senegal, Ghana, Ukraine, Serbia, and Slovenia and shall conduct survivability assessments of the effectiveness of theater security assistance goals and objectives for USAFRICOM, USEUCOM, and the Service Component Commands. The SAP is in place to strengthen bilateral security relationships, enhance partner capacity and self-sufficiency, promote effective civil-military relations, and to provide recommended training of Foreign Military Sales equipment through the GPOI. These recommendations shall enhance the training of partner nation soldiers so they have enhanced lethality and survivability when conducting operations in conjunction with USAFRICOM, USEUCOM, and Service Component Commands. Partner nation abilities to conduct operations increases US troop's survivability and decreases vulnerability when conducting combined operations. The contractor shall conduct mission survivability impact assessments of critical SAP vulnerabilities, such as USAFRICOM and USEUCOM's abilities to defend and secure borders, deter terrorists' infiltration of population centers, and enhance self-sufficiency of existing and future critical infrastructure (e.g., communication networks, weapon system architectures, C2 structures) equipment, supplies, and training essential to force protection and counter-terrorism plans **(Section F, Deliverable 182)**. This task shall not include Information Assurance.

The contractor shall conduct research of current U.S. policy and guidance and shall develop analytical recommendations for CONOPS and TTPs for current and emerging security issues, including antiterrorism/force protection and full spectrum interoperability with countries like Kenya and Uganda. Within partner organizations and nations, effective training, equipping and institutional infrastructure to support peacekeeping tasks that range from critical emphasis areas and standards on Protection of Civilians and Women, Peace and Security (WPS), which are required for all peacekeeping forces, to higher technology programs like helicopter flight programs and night operations in countries like Croatia and Ethiopia, EOD and C-IED programs in countries like Bosnia and Herzegovina and Albania, and as part of the AU's pre-mission requirements regarding the vulnerability and lethality of threats, including IEDs and WMDs, such as high-yield explosives. The contractor shall assess U.S. and allied survivability and vulnerability of capabilities and systems to detect, identify, and mitigate threats, such as the EW CVRJ. The contractor shall conduct vulnerability assessments, AT and FP assessments, critical infrastructure protection assessments, and risk assessments. The contractor shall provide **At/FP Plans (Section F, Deliverable 183**) that define the recommended CONOPS for current and emerging security issues. The results of the assessments shall provide qualitative evaluations of force protection action results and related metrics. The contractor shall provide **FP Risk Assessment Methodology (Section F, Deliverable 184**) that identifies critical assets, assesses potential undesirable events and their impacts, assesses potential threats, identifies vulnerabilities, assesses overall risks, and a countermeasures analysis.

For example, The contractor would conduct survivability, vulnerability and lethality gap analysis based upon existing foreign military sales with the commands' long-standing partner countries, like Ethiopia, Rwanda, Senegal, Bosnia and Herzegovina, Macedonia, and Ukraine to provide them data necessary to achieve full training capability by assessing needs for the final stages of building sustainable, self-sufficient, peace operations training and equipment/infrastructure capabilities. Additionally, gap assessment that addresses and provides recommended priorities for necessary capabilities of the commands' newest partners, like Burundi, Burkina Faso, Moldova, and Armenia in order to expedite their progress toward full training capability and would identify the need for additional required capabilities, such as combat and humanitarian assistance/disaster relief capabilities required to achieve full spectrum interoperability, training center infrastructure and training aids to facilitate improved conditions that maximize the effectiveness of training, peacekeeping and protection equipment that enable partners to train on the same equipment they will deploy with, and supporting training and cadre proficiency on United Nations and Regional Organizations required pre-deployment training courses. This gap analysis would include communications and C2 capabilities (i.e., the identification of the need for a certain type of communication device or a type of vehicle would lead to the development of a report recommending the mitigation of the identified gap[s]). The contractor's reports regarding the GPOI program would enhance international capacity to effectively facilitate the preparation, logistical support, and deployment of military units and to conduct UN and regional PSO by building the survivability and lethality of partner country capabilities to train and sustain peacekeeping proficiencies by increasing the number of capable military troops available for deployment.

C.4.9.3 SUBTASK 3 – M&S, EXPERIMENTATION, EXERCISE PLANS AND REQUIREMENTS, CAPABILITIES ANALYSIS, AND EDUCATION, TRAINING, AND AWARENESS (ETA)

Under this TO, the contractor shall further progress with Table-Top Exercises and Communications Operations testing/training for mutual cooperation between USAFRICOM, USEUCOM and respective Nations within their AOR, as well as Service Component Commands.

The contractor shall provide planning analysis, recommendations, and technical briefings for designated USAFRICOM and USEUCOM conferences, such as Continuity of Operations Plans (COOP), GPOI, and Security Cooperation. Conferences and the Symposium will provide a forum for the dissemination and technical transfer of STI related to key mission areas focused on survivability and vulnerability of US forces, systems, and capabilities for USAFRICOM, USEUCOM, Service Component Commands, and partner nations (e.g., U.S. Senior Defense Official/Embassy meetings with local town/provincial leaders of different ethnicities to provide goals, objectives and an explanation of the increased activity at GPOI training center in an effort to address any misperceptions in an ethnically contentious, yet improving area of operations.

The contractor shall assess the potential impact of threat capabilities, such as GPS Jamming and IEDs from emerging threat organizations, such as Al-shabaab, and al-Qaida to USAFRICOM and USEUCOM Navigation (Blue Force Tracker) and Communications systems (e.g., SINCGARS and CVRJ), and CREW systems and shall assess the vulnerabilities of these systems and provide recommendations to mitigate the effects. The contractor shall analyze and assess

possible regional destabilization scenarios, in East and West Africa, Israel, and Syria, as well as state-to-state competition over resources in the Arctic; Russian aggression against Crimea or territories of Georgia. This analysis shall identify shortcomings or gaps in USEUCOM partnership building and response capabilities such as joint military exercises and non-combatant evacuation capabilities to better support U.S. interests affected by such contingencies. The contractor shall produce **Exercise Plans and Results (Section F, Deliverable 185**) including CONOPS, CONPLANS, OPLANS and related briefings and final results with recommended actions.

The contractor shall conduct mission gap analysis of ACTD/JCTD programs and shall identify opportunities for using advanced JCTDs to address key technology capability shortfalls (e.g., lack of sufficient ISR capability across Eastern Europe and Africa and/or the lack of flight following for commercial aviation across the African continent with regards to the implied hijackings threat). The analysis and findings of these programs shall result in the development of recommendations regarding tools for developing technology solutions (e.g., long-range over-the-horizon radar coverage or development of overhead space tracking assets), identification of warfighting shortfalls (e.g., lack of adequate response plans to a hijackings over Africa, or COOP to support Headquarters Personnel or Operational Energy [OE] Plans to support deployed personnel) and transitioning solutions to enduring, sustainable capabilities (e.g., OE Concept Of Operation Plan [CONPLAN], Information Volume and Velocity (IV2) Social Media Toolset). The contractor shall produce **ACTD/JCTD Status Reports (Section F, Deliverable 186**) that summarize research, analytical, and technical support for ACTD/JCTD requirement solutions, to validate war fighting shortfalls, and transitioning solutions to enduring, sustainable capabilities.

For example, The contractor would conduct survivability, vulnerability and lethality gap analysis conferences for Commander USAFRICOM targeting academics who have conducted research and analysis on the Maghreb region, with the purpose of bringing together African, European, and American academics to discuss ways in which USAFRICOM could best support peace and security in North Africa. The contractor will provide pre-event planning, to include site selection, development of announcements, creation of the agenda and materials, as well as conference facilitation and orchestration. On-site coordination will include security problem resolution, document control, and the presentation of technical briefings. Post-event analysis shall include developing of the conference proceedings and generation of a lessons learned report.

C.4.10 TASK 10 – USAFE

C.4.10.1 SUBTASK 1 – CHANGE MANAGEMENT, OPERATIONAL PLANNING, CAPABILITIES ANALYSIS, AND MISSION ASSURANCE

The contractor shall provide a technical **Operational Capabilities Assessment Report (Section F, Deliverable 187)** utilizing a Four Dimensional Change Management Toolkit to analyze USAFE's major mission changes and to recommend a path to successfully adapt to large-scale change. Large scale changes include deactivation of number Air Force elements or consolidation of Air Operation Center missions. In this report, the contractor shall identify and recommend critical path initiatives through cost-benefit tradeoff analysis of critical information, communications and planning technologies, and techniques as it relates to survivability of capabilities of service component commands and other government and civil entities. The contractor shall provide **Operational Research and Analysis Reports (Section F, Deliverable**

188) of its operational research and analysis of time-sensitive operational requirements. Time sensitive operational requirements includes but is not limited to shared early warning in order to enhance the survivability of friendly forces and time sensitive targeting in order to quickly and effectively neutralize high value enemy targets. The contractor's assessment report shall enhance UAFE's ability to maintain force protection capability as they deal with pressures to reduce costs and improve services while adding the Missile Defense mission and face increasing threats from regional actors. Change continues to sweep the Arab nations of Northern Africa and the Middle East, which dramatically change the threat composition and character. The contractor shall evaluate and recommend broad-reaching changes in USAFE's operational strategy, organizational structure, and technologies to enhance force protection in response to these changes. The contractor shall develop **Change Management Analysis Reports (Section F, Deliverable 189)** with recommendations to minimize the impact of large-scale change regarding the impact on force protection and the associated challenges.

The contractor shall develop recommendations for a **Conceptual and Final To-Be Organizational Structures Plan (Section F, Deliverable 190)** by conducting analysis and assessments of USAFE's regional core missions: missile defense, building partner capacity, and innovation. The contractor's plan shall focus on enhancing USAFE's ability to support NATO and on their ability to promote regional stability by providing the analysis of current gaps in command structures and relationships, current foreign disclosure requirements and restrictions, and by making recommendations for the optimum structures, organizations, and agreements to promote the most efficient utilization of resources across the region. The contractor's plan shall identify critical gaps and reveal how susceptible those missions are to a changing strategic and operational environment. The contractor shall assess advancements in technologies, such as planned replacement weapon systems, and shall assess the vulnerabilities of those systems and recommend mitigation strategies to increase survivability given the emergence of new threats. The contractor shall conduct analysis of critical command core functions and competencies for USAFE and shall provide recommendations regarding ways to enhance a measured, well-informed, and timely response to various threats. Potential threats include terrorism, WMD proliferation, and threats to C2, Sensor, and critical infrastructure essential to effective execution of assigned missions, such as the defense of Europe in the Missile Defense context.

The contractor shall conduct research on the high-level roles and responsibilities that will be executed in future organizational constructs and shall develop recommendations for the way ahead in a draft of CONOPS. The CONOPS shall denote organizational locations and USAFE unit assignments. The contractor shall develop and provide Contingency Operations Planning documents for review and approval by senior USAFE and Air Force leadership. The contractor shall draft corresponding recommendations to a Program Action Directive (PAD) to describe in more detail the specific roles and responsibilities that will, and will not, be executed in a to-be state. The contractor shall research and make **Recommendations to CONOPS and Corresponding PADs (Section F, Deliverable 191**) which is a specific Air Force initiative that helps to accomplish a major action. It assigns responsibilities and identifies critical tasks as milestones. In this case, the contractor will use the US Air Force (HQ USAF) PAD as a basis for developing programming plans (PPLANs) to meet Secretary Gates guidelines on future AOC constructs in Europe.

Placement of radars may be optimized by locating them in a specific country. The contractor's shall conduct trade off analysis to balance the benefits of placement with the political cost of placement in that country along with the consideration of whether or not the location is secure and whether the system would be survivable or vulnerable in that placement. The contractor shall conduct assessments of the impact of changing national security objectives and policy changes upon current strategic objectives, capabilities and plans; and make recommendations through JCIDS under the framework of CBP process.

For example, the contractor would provide research and survivability/vulnerability analysis when producing a **Critical Infrastructure Protection – Mission Analysis Summary Report (Section F, Deliverable 192)**. The contractor would assess the critical infrastructure, such as the Ramstein Tele-Port, and supporting systems. Through the Ramstein Tele-Port, the Air Operations Center receives and analyzes critical sensor information on regional threat activity and also transmits engagement instructions to critical offensive weapons, such as Patriot and Terminal High Altitude Air Defense (THADD) missile batteries. The contractor would provide analysis and recommendations to enhance continuity of operations should part or all of the primary and supporting systems fail.

C.4.10.2 SUBTASK 2 – INTEGRATED AIR AND MISSILE DEFENSE (IAMD) REQUIREMENTS ANALYSIS

The contractor shall conduct critical analysis, assessments, decision and operational planning analysis, and strategy development analysis for USAFE and key stakeholders of IAMD missions and programs. The contractor shall analyze USAFE and key stakeholders of IAMD missions and programs against developing threats such as Iran.

The contractor shall produce an analysis of USAFE IAMD strategy and missions embedded in their three principal operational plans and shall make recommendations for appropriate provisioning of capabilities and resources. The contractor shall conduct a structured systems analysis on current mission and process vulnerabilities and shall develop **Recommendations and Analysis of IAMD Operational Plans (Section F, Deliverable 193)** which may impact future capabilities development and improvements across the Headquarters and Components, Combatant Commands, Services, and Agencies.

The contractor shall provide analysis of capabilities in order to enhance the organization of theater missile defense capacity so that it is consistent with EPAA objectives in the form of an **IAMD Theater Strategy (Section F, Deliverable 194)**. In concert with the IAMD Theater Strategy is the development of an IAMD Operational Architectures for EPAA. To enhance the development the Theater Strategy and supporting operational architectures, The contractor shall provide analysis of key gaps in strategic MD elements and processes that include threat assessments and emerging concepts, C2, missile warning, protection, force option and capability realignment, training, transformation roadmaps, integration with air defense, and technology transformation programs.

For example, as part of the IAMD Theater Strategy, the contractor would assess the ability of adversary nations to target the European region and the U.S. homeland with intercontinental ballistic missiles that may or may not carry WMD. The contractor would perform an analysis of

enemy missile capabilities in 2015-2018 and their impact on U.S. missile defense deployment plans to counter this threat.

This analysis shall be used to assess the survivability of the proposed missile defense lay down and its ability to function effectively under different operational scenarios. The contractor's analysis and recommendations shall be consistent with national policy guidance. The contractor's analysis and recommendations shall contribute to USAFE's development of the most relevant, executable MD theater strategy.

C.4.10.3 SUBTASK 3 – INFORMATION OPERATIONS REQUIREMENTS AND ANALYSIS

The contractor shall conduct survivability analysis of the Air Operations Center as a weapons system, across the spectrum of Information Operations and Space Operations. This analysis shall enhance the ability of EUCOM and regional activities to respond to a growing array of threats from violent extremist organizations operating across its AOR which may target our sensor to shooter linkages.

For example, the contractor would conduct analysis and develop a study regarding a European based terrorist group's information operations. The study would aim to mitigate, if not neutralize, the impact of that group's activities and those operations pose to the security of EUCOM personnel and US Allies and partners. The contractor would analyze the objective of the terrorist organization, its methods of operation and supply, and how communications is carried out among its membership. Based on this analysis, the contractor would recommend various methods of Information Operations to mitigate the terrorist leadership or to shut down its financial mechanisms and thereby begin the neutralization of the threat.

The contractor shall perform analysis of USAFE's capability and transformational plans in order to enhance the Command's ability and survivability and decrease their vulnerability by deterring attacks and enhancing freedom of action within the AOR. This analysis shall recommend kinetic and non-kinetic effects to be achieved and synchronization constructs for theater plans to advocate for capability enhancements. The contractor shall provide operational assessments and recommendations for an overall strategy which evaluates the vulnerability and recoverability of capabilities across the information and space mission set. The contractor shall provide **Information Operations and Space Operations Assessment and CONOPs** (**Section F, Deliverable 195**) and shall provide recommendations for input to the following: current and future plans, requirements identification and definition, force management, theater campaign objectives, integration, protection measures, and current operations. The contractor shall research and develop comprehensive Information Operations processes and functions for EW, Psychological Operations (PSYOP), MILDEC, and Operations Security (OPSEC). The contractor shall provide analysis and recommendations for exercises, assessments, and evaluations of the preparedness of the Command to carry out assigned missions. The contractor shall produce a **Theater Information and Space Operations Plans and Results (Section F, Deliverable 196)** report that assesses and provides results of theater Information and Space Operations plans and capabilities and summarizes intelligence critical objectives and requirements for future capabilities.

For example, the contractor would analyze OPSEC requirements, such as the safeguarding mission critical information, as new elements of the EPAA are fielded to the theater in order to improve their survivability and vulnerability to compromise from insider threats, such as direct attacks that disrupt C2BMC infrastructure. The contractor would provide analysis and develop recommendations to integrate space platform services and capabilities into OPLANs, CONPLANs, campaign plans, theater guidance, and objectives, and plan for the employment of space and Information Operations capabilities within the EUCOM AOR and with adjacent regional activities. The contractor shall make recommendations to enhance the survivability of USAFE by assessing relevancy of **Information and Space Operations References and SOPs (Section F, Deliverable 197)** to current and emerging information operations capabilities and objectives.

The contractor shall provide analysis of **Exercise Information and Space Operations Plans and Results (Section F, Deliverable 198)** to make recommendations for the development of references, policies, procedures, organizations, SOPs and the subsequent allocation of Information Operations and Space Operations responsibilities and tasks to intelligence and operational organizations across the theater. The contractor shall provide operational analysis and Information Operations planning regarding decision-making systems, Military Command, Control, Communications, Computers, and Intelligence networks and infrastructure, and other information and space-based target sets. The contractor's analysis shall be consistent with Joint, Training, Readiness and Exercise objectives issues.

C.4.10.4 SUBTASK 4 – ANALYSIS OF SURVIVABILITY FACTORS FOR FORWARD DEPLOYED ENGAGEMENT AND LOGISTICS RESOURCING

The contractor shall provide Vulnerabilities and Assessment Reports detailing research and technical analysis of logistics survivability requirements. The requirement for an agile and mobile combat force necessitates a transformation in military resourcing. Throughout the course of research and analysis, the contractor shall perform CBA to assess logistics resourcing tasks, conditions, and standards that are essential to critical partnership engagement plans. These assessments shall include understanding how to better use partner-nation resources and build capacity while stabilizing and enhancing their ability to operate across the spectrum of exercises and conflicts. The contractor shall identify gaps related to the CONOPS supporting the survivability of the JDDE. This assessment of logistic planning and partner-nation capabilities is key to the survivability of the presidentially directed EPAA, as the geophysical location of missile defense assets is critical to the optimization of the system. Only certain countries can provide the critical locations that are needed for the current missile defense system. The contractor shall provide recommendations for the optimal location of assets in order to enhance mission success. Early warning radars must be located within their operational parameters from a postulated enemy launch position in order to provide sufficient warning to friendly personnel. Inceptor missiles must be positioned in forward deployed locations such that they can provide an "intercept vector" to incoming missiles. Forward deployed interceptors must be positioned where they might have the capability to "intercept" vice "chase" an inbound missile.

The contractor shall provide a **Vulnerabilities and Assessment Report (Section F, Deliverable 199**) to assess regional force protection capabilities for anticipated capability nodes and locations. The contractor shall assess points of integration with partners, host nations, and NGOs,

and their impact on contingency operations. The contractor shall provide **Recommendations for Mission Analysis-POA&M Documents (Section F, Deliverable 200)**. The contractor shall provide recommendations for development of a regional engagement strategy for partner nation Missile Defense site selection under the PAA schema. The contractor shall identify key vulnerabilities to future deployment, engagement, and exercise plans. The development of these plans shall be more critical as more assets are deployed, e.g., as Aegis ashore is deployed, survivability and force protection and ability to regenerate these forward based assets will be of a strong consideration.

For example, the contractor would provide an analysis of capabilities and make recommendations for a strategic CONOP for protection of theater operating sites. The contractor would conduct an analysis of USAFE and 3rd Air Forces' ability to deploy and transport Class I-III supplies during partner nation capability and capacity building under existing EUCOM Force Theater Engagement Plans (TEPs). For EPAA, a number of the radar and SM-3 Ashore missile sites are planned to be forward deployed. These sites, due to their location, are vulnerable to direct action (terrorist attack, RPGs, and Small Arms) and will require resupply of critical supplies. The contractor's analysis would be critical to these forward deployed assets to decrease their vulnerability and increase their survivability.

The contractor shall provide recommendations for **Resourcing CONOPS Documents (Section F, Deliverable 201)** that shall be focused on structured survivability analysis methodologies for the assignment of strategic and theater resources to maximize distribution, force movement, and sustainment versus current and emerging threats. For USAFE to remain effective in carrying out assigned missions of providing for deployed units and building partner capabilities, the command must have full analysis of the activities that represent vulnerabilities. Most recent events include movement of all classes of materials to countries such as Libya (conflict) and Estonia (water plant development). The contractor shall conduct analysis of re-occurring procedures and standard processes for this forward sustainment challenge in a series of **TTP Documents (Section F, Deliverable 202)** which can in turn be applied as a means to increase survivability and reduce the vulnerability to other future operations as the footprint continues to expand to Northern Europe and other sites.

C.4.10.5 SUBTASK 5 – INTELLIGENCE REQUIREMENTS AND ANALYSIS

The contractor shall provide **Intelligence Capabilities and Assessment Reports (Section F, Deliverable 203**) that shall be developed from intelligence research. The contractor shall provide intelligence technical analysis reports with focus on the reduction of vulnerabilities of U.S. forces deployed in the USAFE and adjacent AORs and shall provide recommendations for the survivability of U.S. and Allied forces while conducting operations in the AOR. The contractor shall perform intelligence analysis and develop recommendations across the full spectrum of intelligence disciplines for intelligence requirements; the contractor shall develop **Intelligence Architecture Analysis and Intelligence Collection Analysis Reports (Section F, Deliverable 204)**. The contractor shall develop these reports by accessing intelligence plans and architecture supporting theater and adjacent operations. The contractor's analysis and recommendations shall include mission analysis, technology research, concept and process development, social-cultural analysis, strategic plan development, transformation architecture development, coalition sharing initiatives, and recommendations regarding initiatives required to provide greater survivability,

increased lethality, decreased vulnerability, and actionable, relevant intelligence to units deployed worldwide.

The foreign intelligence threat within the EUCOM and USAFE AOR is far more complex than it has ever been. The threat is increasingly asymmetrical insofar as it comes not only from traditional foreign intelligence services but also from nontraditional, non-state actors like Hezbollah and Al-Qaida, both are operating in the AOR, and operate from decentralized organizations, as well as those in 2007, who took down the financial grid in Estonia. Estonia is a key NATO partner in the USAFE Area of Interest (AOI). The contractor shall provide analysis and recommendations regarding integration of intelligence collection efforts with Federal Agencies, Foreign Intelligence Service operations, and other threat organizations by producing **Technical Environment Reports (Section F, Deliverable 205)**. The contractor's reports shall enhance USAFE's ability to identify new threats and to confirm existing threats and sponsors of threats. This enhancement is shown by USAFE's ability to monitor, under Computer Integrated Telephone and Telemetry (CITT), the activities of Islamic Maghreb (AQIM) operations against Western targets. AQIM have been kidnappings-for-ransom and have been targeting embassies in North Africa and the Sahel, all representing critical force protection vulnerability. The contractor shall provide intelligence-operations analysis for special operations. As we have seen across Northern Africa and the Middle East in the past few months, instability of Arab governments has caused significant change. What is not clear, at present, is what the level of threat these evolving regimes will present to US interest and US Forces in the region and across Europe. The contractor shall produce timely and thorough Intelligence Capabilities and Assessment Reports with the focus centered on the reduction of vulnerabilities of U.S. forces deployed in the USAFE and adjacent AORs (Africa, Middle East) and shall provide recommendations for the increased survivability of U.S. and Allied forces while conducting operations in the AOR.

For example, the contractor would assess the relationships of partner nation intelligence gathering organizations in regard to the Russian intelligence services and how they contribute to the foundation of theater security programs intended to counter espionage and economic threats that represent a risk to USAFE personnel and operations. The contractor would provide intelligence and technical analysis and recommendations that identify theater and adjacent command's vulnerability to threats to maneuver capabilities and weapon system technologies, such as forward deployed sensors and future land based weapon systems. This shall include WMD threats, foreign organizations, or individuals engaged in terrorism, foreign-directed sabotage, and related security threats.

C.4.10.6 SUBTASK 6 – C2 NETWORK PLANNING, PROTECTION, AND VULNERABILITY MITIGATION

The contractor shall produce an **AOC Operations and C4 Weapon System Vulnerability Mitigation Plan (Section F, Deliverable 206)** which shall evaluate all Command, Control, and Communications (C4) systems that support the AOC as a weapons system. The USAF treats AOCs as a complete weapon system for reporting and sustainment purposes. This is critical because new weapon systems are aligned within the AOC in support of the new USAFE mission(s) to include all aspects of EPAA and future NATO CONOPS. The contractor shall conduct analysis of critical infrastructure to identify and recommend prioritization of vulnerabilities for mitigation using quantitative ways to assess threats to the C2/Sensor/Shooter

linkage. The contractor shall conduct analysis of direct action or sabotage threats which may come from insiders or external to C2BMC under its missile defense mission construct. Any disruption of its various nodes, if persistent, would dramatically effect ISR data collection on the missile threat, as well as missile engagement communication and coordination. The contractor shall identify Tactical to Operational system inter-relationships to enhance USAFE's understanding of the impact of multiple system failures and single points of failure at the tactical level. The contractor's analysis and recommendations shall be focused on the tactical network of forward deployed sensors & shooters (both US and Allies) and provide Commanders with the ability to enhance the viability of the sensor/shooter systems in the event of an attack against this critical linkage. The contractor shall analyze and produce an **AOC CONOPs Analysis and Assessment Report (Section F, Deliverable 207)** that provides an assessment of program and system functional capabilities and readiness of the AOC in particular focused on sensor and shooter linkages.

The contractor shall develop **AOC CBA reports (Section F, Deliverable 208**) for the AOC as a weapon system focused on the links between sensors and the fire control systems. The contractor shall identify inter-relationships between critical C2/Sensor/Shooter systems and their support systems (commercial and backup power, commercial and military telecommunication nodes, overhead systems and supporting earth-stations) and shall recommend mitigation strategies and procedures regarding identified vulnerabilities. The CBA reports have direct linkage to the vulnerability identification and mitigation plans. The contractor shall conduct analysis of critical mission systems to enhance mission assurance and greater mission survivability by identifying what links are critical and what bypass procedures can be utilized in a degraded mode (as described in the Mitigation Plan).

The contractor shall produce an **AOC Weapon System Architecture Capability Analyses report (Section F, Deliverable 209**) that analyzes and summarizes the effectiveness of communications, information collection, and processing; dissemination and safe-guarding activities (such as current Information Vulnerability Alert procedures and degraded mode operation) associated with USAFE C2, net-centric, Space and other related Defense programs of the USAFE mission set. This report shall develop a concept and recommend an implementation plan for continued monitoring and assessment of these critical elements.

C.4.10.7 SUBTASK 7 – EXPERIMENTATION, WARGAMING, DEMONSTRATION, TRAINING, AND EXERCISE ANALYSIS

The contractor shall provide analysis for Joint Test wargaming, experimentation, and exercise planning and execution and shall develop accompanying **Joint Test and Status Reports (Section F, Deliverable 210).** This task shall include analysis JCTD programs, Joint Distributed Engineering Plant (JDEP) proposals [JDEP is a DOD- and Service-funded initiative created to support interoperability. JDEP facilitates access, coordination, scheduling, and technical support across DOD and industry], Joint Tests (JTs), and Quick Reaction Tests (QRT). The contractor shall assess inputs to joint experiments and concept development in accordance with goals and objectives of the warfighter. The purpose of the JT&E Program is to develop and test, in an operational environment, methods for warfighters to accomplish their missions more effectively with today's equipment, organizations, and doctrine. The contractor shall identify the increase in

functional capabilities to the military end user to be provided by the underlying capability or technology, and shall analyze technology infusion issues.

The contractor shall research and produce a **USAFE IAMD Annual Training Plan (Section F, Deliverable 211**) which is consistent with the EUCOM training guidance and provides recommendations regarding the link between the higher headquarters METL and the Standard Training Objectives (STOs). The METL and STOs are critical for the development of the Master Scenario Event Lists (MSELs) used to develop exercises and wargames to address how adversary missile salvo attacks might be conducted both in frequency, number, and scale and what appropriate pre-planned responses could be.

The contractor shall provide the **Exercise Analysis Reports and War Game Design Addressing NATO-specific tests and experimentation (Section F, Deliverable 212)** of USAFE's European Integrated Air and Missile Defense Center (EIAMDC). The EIAMDC will serve as a focal point for the education and testing capabilities that are necessary to ensure the integration of European missile defense partners. The objective of this center's wargames and tests is to fully integrate participating Allies and Partners into the European Missile Defense strategy.

The contractor shall conduct analysis and make recommendations to the USAFE leadership in the form of a **Training Needs Analysis Reports (Section F, Deliverable 213)** in order to promote USAFE as the premiere center for education, training, innovation, experimentation, and exercise capability in Europe, supporting the joint and Alliance IAMD Warfighter. This training and education report shall include recommendations for academics, wargaming, operational training, and experimentation supported by LVC modeling and simulation in order to effectively understand and execute the U.S. and NATO IAMD mission for the EUCOM Area Air Defense Commander and the NATO Air Defense Commander. The contractor shall use models and simulations that are supported by the Missile Defense Agency, such as the International Simulations (ISIMS).

The contractor shall conduct wargame analysis and assessment for operations and events with objectives designed to identify gaps in the survivability of USAFE and key stakeholder capabilities along with a supporting **Exercise/Wargame Design Analysis and Deployment Table (Section F, Deliverable 214)** which defines proposed unit deployment schedule and timelines. The contractor shall research, develop, and recommend a program of exercise that reflects the results of the analysis. Live operations and exercise activities provide combatant commands with critical insight to key survivability/vulnerability variables, and offer a reality crosscheck for theoretical constructs as well as the confirmation of Deployment Tables for the proper and most efficient means of movement of key assets.

An example of one such wargame would include the sequential addition of NATO forces to a force protection design scenario supporting IAMD. The scenario would include various upper, mid, and lower tier defensive missile systems positioned to protect NATO territories and forces. The contractor would conduct analysis of the wargame and shall make recommendations to identify the needed techniques, tactics, and procedures to add NATO assets into current C2 architectures along with the proper sequencing.

The contractor's analysis will include **Exercise and Wargame After Action Analysis (Section F, Deliverable 215)** conducted to enhance Joint Training Readiness Exercise programs by providing critical training insights to staff leadership and to heighten awareness of key functional capabilities and critical theater interactions, such as NATO and U.S. Only Missile Defense, Area Operations Center Network Analysis, theater security assistance, and intelligence operations programs.

C.4.10.8 SUBTASK 8 – OUTREACH AND AWARENESS (OA)

The contractor shall provide technical analysis and recommendations for theater and adjacent command's OA requirements with NATO in the form of an **Operational Assessment and Strategic Communication Roadmap (Section F, Deliverable 216)**. OA (specifically building partnership capability) is one of three critical challenges for the USAFE Commander. In this case, the contractor products shall include analysis of trends in public opinion toward combatant command sites, facilities, exercises, and operations. Such products will enhance commander's situational awareness and efforts to increase safety of personnel and to enhance the effectiveness of USAFE operations.

The contractor products shall enhance the ability of combatant commands to deliver messages and narratives and communicate situational awareness faster and in more detail than the under current practices. By speeding up the decision cycle through increased situational awareness, service components and key USAFE stakeholders may be able to react faster to emerging and immediate threats and key theater developments and activities, such as those events occurring recently in the Arab communities of Northern Africa. This capability may have significant impact on US Forces survivability as we learn to best use our partners capabilities.

The contractor shall provide a comprehensive **Strategic OA Communications Plan (Section F, Deliverable 217)** for USAFE, components, and partner stakeholders. The contractor's approach to recommending a communications plan shall include assessing future requirements and using all previously developed data gathering, analysis, design, and communication information tools (in combination with research) as well as leading edge communications technologies in order to develop recommendations to a final implementation plan with regard to the internal, as well as the external, communication needs for the future.

The contractor shall provide **Communications Intelligence and Estimates Report (Section F, Deliverable 218)** of cultural/geographical information pertinent to areas of operations and develop recommendations for influence plans, media, or Commander's guidance to shape and execute missions.